Friday June 22 1990

FT No. 31,180 o the financial times limited 1990

World News **Business Summary**

Fire started by lightning Soviet oilfield substitutes

A huge fire started by lightning and fed by driving winds was racing through a complex of oil storage tanks in the Soviet Union's Tyumen oilfield in western Siberia, Tass

reported. The agency said 160 firemen had been airlifted to the scene and a train with tons of foaming agent was on its way.

Ceausescu sentence The brother of executed Romanian dictator Nicolae Ceausescu was sentenced to
15 years jail in Bucharest for
attempted murder and instigating genocide after a three-

> British press warned
> UK Home Secretary David
> Waddington warned the Brit-Waddington warned the Brit-ish press it had a last chance to regulate itself or face gov-

ernment legislation. Page 8 US defence cuts

- - -

The US Defence Department asked Congress to cancel 68 US military construction pro-jects totalling \$327.4m, most of them in West Germany, and continued a worldwide freeze on \$6.7bp in other projects.

Bomb at RAF base A bomb hidden in a rucksack exploded at a Royal Air Force base in north-west London within minutes of the building being evacuated. The explosion caused damage but there were

Judges on strike Up to 6,000 French judges, investigating magistrates and prosecutors demanding more funds and better working conditions stopped work through-out the country for the first

Basques can stay Spain's constitutional court overturned orders expelling four separatist Basque MPs from parliament. They were ordered out for qualifying their oath of allegiance. Page 2

Belgian pork banned France has banned imports of Belgian pork after a case of common swine fever was discovered in a herd near the

Dutch deaths charge Paul Hughes, an Irish Republican Army suspect, was charged with the killing of two Australian lawyers shot dead in the southern Dutch town

of Roermond, last month. Zambia food protest Protest marches, panic buying and a threat of labour unrest has followed the doubling of the price of Zambia's staple

food, corn meal. Page 6 Blasts hit Athens

Time-bombs wrecked three cars in a wealthy Athens suburb where some foreign diplo-mats live. Nobody was hurt.

Statuette stolen A priceless 7,500-year-old statuette of an Anatolian goddess has been stolen in Vienna as it was being readied for display in a show of Turkish museum

Haltian shootings At least four gunmen opened fire at a meeting between Hai-tian trade unionists and the

ruling Council of State, killing one man and injuring at least two people. Relief to resume

The Red Cross is to resume relief operations in war-torn Ethiopia after a two-year break. A team of surgeons has already arrived in Addis

\$2.9m first edition A book dealer from New Mexico paid \$2.9m at a London auction for a four-volume first edition of Audubon's The Birds of America dating from 1827. William Talbot said it was for a client he declined to name.

CONTENTS

good account of Itself

his toughest test yet

Technology: New frontier in the east opens up

Editorial comment: Too little, too late on

US car industry: Chrysler's Lee lacocca faces

Lex: A hard Ecu; Analysts; Perklield; Anglo;

US retailing: Sears struggles against an

International Courier Services: A rapidly

expanding global marketSurvey, Section IV

2.3 Britisin 7,8
2.5 Companies 28,30
5 Arts Guide, Reviews 18,19
24 Law 14
5 Commodities 31
26 Crossword 40
4 Currencies & money 40

for western chip manufacturers-

intractable problem: its image

Emu; The risks to UK press freedom

Du Pont to freeze plans races through for some CFC

Du Pont, biggest US chemicals company, has frozen plans to spend an estimated \$350m on ants in North America, Europe and Japan to produce some alternatives for chemicals which damage the ozone layer. Page 22

ZINC prices recovered in kerb trading on the LME after fall-ing below the important chart

Special high grade cash metat May 1990 Jun

support point of \$1,600 a tonne for three-month metal. Com-modities, Page 32

WEST GERMANY has given the green light for a guaran-teed DM5bn (\$2.97bn) loan to the Soviet Union. Page 22 MCDONNELL DOUGLAS, US military contractor, plans extensive job and cost cuts.

JACOBS SUCHARD, Swiss chocolate and coffee group, denied a takeover by Philip Morris of the US, as trading in the company's shares was suspended. Page 23

BUSH Administration row has broken out over regulations for oversight and screening of foreign takeovers of US com-

NIGERIAN National Petroleum Company awarded contracts worth nearly \$10n for second phase of petrochemicals project. Page 4

KANEBO, Japanese company and world's largest textile group, suffered a sharp fall in consolidated pre-tax profits from Y20.7bn (\$134m) to Y13.4bn in the year ended March 31. Page 25

FRENCH state-owned companies need more freedom to open their capital to private investors, said government-controlled insurance group. Page 2

ANGLO, UK company con-trolled by Sir James Goldsmith and companies in Lord Roths-child's stable, had their shares suspended. Page 23; Lex,

NISSAN to set up 36 car dealer-ships in East Germany in one of first moves by a Japanese company to take advantage

of German union. Page 4 BOND CORPORATION, main company in Alan Bond's Australian corporate empire, believes it could be forced into liquidation unless it wins bondholders' votes. Page 23 LIGGETT Group, US tobacco company, plans to change its name to Brooke Group and divide its current busin into separate tobacco and mar-keting subsidiaries. Page 25 GENERAL ELECTRIC Company of the UK may be one of several international group negotiating to supply China with airborne early-warning

equipment. Page 6 INDIA announced curbs on consumption of petroleum products to reduce oil imports and save Rs8.5bn (\$495m) in hard currency. Page 6

ABERFOYLE, Melbourne based metals producer, has lifted net profit for the May half by more than 250 per cent from A\$5.55m (\$4.33m) to A\$19.78m. Page 25

ANGLOVAAL Insurance Holdings, large new life insurance company, has been formed in the South African Anglovaal group. Page 25

Earthquake

At least 1,900 dead in Iranian earthquake

IRAN'S worst earthquake in at least 12 years flattened dozens of villages in the north of the country yesterday, leaving thousands of Iranians dead or injured in the wreckage of

their homes, write Kamran Fazel in Tehran and Victor Mallet in London. The official Iranian media said at least 1,900 people were killed when the earthquake, measuring between 7.3 and 7.7 on the Richter scale struck

200km north-west of Tehran, shortly after midnight. In Geneva, the United Nations Disaster Relief Organ-isation (UNDRO) said that it had reports of more than 3,700 people dead and that Iran had requested international help. Britain, France and the US were among the countries which offered sympathy and emergency assistance yesterday. President Hashemi Raf-

mourning as rescue operations began, and Ayatollah Ali Kha-menei, the country's spiritual leader, flew to the region and declared: "Almighty Allah has put us to the test once again." About 25,000 people died in an earthquake of similar mag-nitude in eastern Iran in 1978. Landslides triggered by the Landslides triggered by the earthquake buried houses and blocked most of the roads leading to the stricken area by the Caspian Sea. The worst

affected provinces were Gilan and mountainous Zanjan, where 1,000 people were said to have been killed in the village of Ab-Dar. The shock was felt as far away as Tehran and Baku in Soviet Azerbaijan, but no casualties were reported in either city.

Iranian television showed men and machines clawing at the rubble of collapsed buildings in Rasht, the capital of Gilan. Residents, contacted by telephone later in the day, said 40 people had died in one apartment block alone. At the time of the earthquake many Iranians were at home watching World Cup soccer on tele-

D 8523A

vision.

Military and civil aircraft ferried the injured to hospitals in Tehran, and appeals for blood donations and contributions to an emergency fund were broadcast over state

British plan for 'hard Ecu' meets hostile EC response

By Our Economics and Foreign Staff

BRITAIN'S proposals for a new "hard Ecu" as an alternative to existing plans for economic and monetary union (EMU) in Europe drew a lukewarm to

Europe drew a lukewarm to hostile response from the UK's European partners and the City of London yesterday.

The Italian and Dutch finance ministries denounced the British plan for the Ecu as a parallel currency as inferior to the Delors Committee's prescription of institutional progress towards EMIJ with its ress towards EMU with its final goal of a single European Community currency and central bank. In Paris, Mr Pierre Bérégo-voy, French Finance Minister.

threw cold water on the sub-stance of the British plan stance of the British plan although he welcomed the spirit of the proposals.

In the City of London, "tepid" and "bewildered" were two of the words Ecu special-ists used to illustrate the finan-cial markets' response to pro-posals for the hard Ecu.

EC central banks vesterday EC central banks yesterday refrained from comment on the

MRS Margaret Thatcher, Britain's Prime Minister, yes-terday dismissed suggestions that the European Currency Unit would eventually replace sterling, providing a public glimpse of the fragile Cabinet compromise behind the plan to develop the Equinto a common

develop the Ecu into a common

The Prime Minister empha-sised that Britain's latest pro-

posals for European Economic and Monetary Union (EMU) did

not mark any retreat from her implacable opposition to the

single currency favoured by most of the country's EC part-

Her comments dismayed

By Philip Stephens, Political Editor, in London

proposals put forward by Mr John Major, Chancellor of the Exchequer, in his speech on Wednesday because the Bank of England had asked them to study the plan carefully before

study the plan carefully before pronouncing on it.

The Bank, meanwhile, stepped into the void, issuing an expanatory document underlining how the British proposals would apply monetary discipline in the EC and safeguard against the inflationary perils normally associated with a parallel currence.

ary peris normally associated with a parallel currency.

At a press meeting in London, Mr Robin Leigh-Pemberton, the Bank of England Governor, halled the proposals as "a genuinely constructive and imaginative way forward" to deal with the members of heider. deal with the problem of bridg-ing from the end of stage 1 of the Delors process, to which all EC countries have agreed, to stage 3 which culminates in EMU.

Thoughout Europe, however, many officials and commentators echoed the views of Mr Bérégovoy, who said the

Conservative MPs who favour

a more positive approach to closer European integration and prompted concern in Whitehall that they would undercut the credibility of the British scheme at next week's

The Prime Minister told the House of Commons that the

orint unveiled this

by Mr John Major, the Chan-

cellor, did not signal approval of the single EC currency and

Thatcher sees no replacement for £

scheme "could complicate things," but added that the declaration was "a step for-ward" because it showed that the UK Government was now taking "an active and positive part in the discussions."

Mr Jacques Delors, the EC Commission president said the plan showed that the Chancel-

lor was not against stage 3.

But in Brussels, EC officials expressed some bafflement as to how development of a hard Ecu would increase exchange

overall, they said that the UK plan carried none of the macro-economic benefits of the Delors plan for a single cur-rency such as the elimination of the transaction costs and exchange movement risks that investors and traders presently

One of the few positive reac-tions came from Sir Leon Brittan, the senior British commis-

"specific and positive" and as showing that early British

called for meant only that:

"Those who wish to use the Ecu in place of their own cur-rency may. I do not believe we shall."

stress her support for Mr Major's plan, which focuses on the creation of a European Monetary Fund and the wide-

ead use of the Ecu as

Her tone, however, appeared in marked contrast to that of

both the Chancellor and Mr

Douglas Hurd, the Foreign Sec-

They have both emphasised that while the scheme would leave the final decisions with

'hard" parallel currency.

entry into the European Mone-tary System's parity grid could now be taken for granted.

"It will be taken seriously, but not as seriously as it would have done if it (the UK) had actually said that in the end this would lead to a common currency. That's what EMU is all about," said Sir Leon in a radio interview.

all about," said Sir Leon in a radio interview.

In the City of London, analysts were divided over the question of whether the plan for a 13th European currency was technically feasible.

But on markets, sterling moved up on the prospect of full UK entry to the exchange rate mechansim of the EMS.

"The markets are not

"The markets are not waiting with bated breath for more details of the hard Ecu," said one gilts trader, a breed threatened with possible extinction should a single European currency ever

evolve, Hanghey's European role fails andience, to move domestic audience. Page 2; Bank of England statement, Page 7

national governments, it could

tary union envisaged by the

ing questions from Mr Neil

Kinnock, the Labour leader,

Yesterday Mrs Thatcher, fac-

elors sche



Helmut Kohl opens yesterday's Bundestag debate

Bonn and E Berlin open way for union

THE East and West German Parliaments yesterday conclusively opened the way for German unity by approving economic and monetary union from July 1 and confirming the inviolability of Germany's post-war border with Poland.

Chancellor Helmut Kohl, opening a debate in the West German Bundestag held in parallel with a separate session of national governments, it could lead, over time, to the creation of a single currency.

'Earlier this week Mr Robin-Leigh Pemberton, the Gover-nor of the Bank of England, suggested they could represent an "intermediate" step towards the full economic and mone-

distributed as the second of the Volkskammer in East Berlin, declared: "Poland's border with Germany, as it stands today, is final."

Yesterday's dual parliamentary votes fulfil key conditions for both the internal and the

for both the internal and the international aspects of merging the two Germanys. Mr pointedly declined to endorse continued on Page 22 Leaders, Page 20; Major sets out a new role for Ecu in Europe, Page 7; Lex, Page 22; Markets, Page 33 Kohl admitted that what he called "one of the greatest structural tasks since the war" would require sacrifices from West Germans and hard work from those in the East.

Mr Kohl, speaking as his Government disclosed its intention to guarantee a DM5bn (\$2.97bn) credit for the Soviet Union, said he had written to western heads of government asking them to back economic co-operation with

eastern Europe.
Last night Mr Kohl, speaking after talks with Mr Joseel Antall, the Hungarian Prime Minister, said he had discussed providing a government guarantee for a bank credit (or Hungary. He would not con-firm reports that Bonn would guarantee a DM800m loan Mr Kohl spelled out propos

als for a "non aggression pact" between Nato and the Warsaw Pact as part of measures to adjust relations between the alliances to the prospect of Continued on Page 22 Bonn go-ahead for loan to Moscow, Page 22

central bank envisaged by the Delors plan for EMU. "It says specifically that we do not," she said. She then added that the common currency Britain had De Benedetti poised to regain control of Mondadori group

By Haig Simonian in Milan MR CARLO DE BENEDETTI, the Italian industrialist and financier, yesterday moved a big step closer to regaining control of Mondadori, Italy's leading publisher, following a decision by a special arbitra-tion panel in his favour.

In a 114-page report, the arbi-trators ruled that Mr De Benedetti is the rightful owner of a 25.7 per cent package of shares in Amef, the holding company which owns a bare majority of the shares in Mondadori. The shares, formerly held by the Formenton family, lie at the heart of the clash between Mr De Benedetti and Mr Silvio

Berlusconi, the Italian enter tainment magnate, for control of the publishing house. Mr De Benedetti agreed to buy the shares and it was the Formenton's decision subsequently to sell them at a higher price to Mr Berlusconi which triggered Mr De Benedetti is now more

strongly placed than ever to push through his views at a series of Mondadori shareholders' meeting due on June 29.

If all goes to plan, his CIR. holding company should be able to reassert control by pushing through a special Mondadori rights issue and then seeking to elect a new board of directors, thereby

board of directors, thereby deposing Mr Berlusconi from the chairmanship.

However, CIR is still looking for a negotiated settlement with Mr Berlusconi. Rejecting the idea of an immediate witch-hunt of Berlusconi appointees at Mondadori, Mr. Corrado Passara, one of Mr De. appointees at Mondador!, Mr Corrado Passera, one of Mr De Benedetti's key lieutenants, said "we have to get back into the company and see how it is doing."

The recent period under Mr Berlusconi had been "more destructive than constructive." However, CIR's first priority was to restore Wondsdori to an

was to restore Mondadori to an even keel as quickly as possi-

Thus CIR has proposed to buy the bulk of Mr Berlus-coni's Mondadori shares, subject to the condition that Mondadori will not be split between the two parties, as earlier suggested. The De Bene-detti side has also insisted that

it will only pay its original price for the Formenton's Amef stake, rather than the higher aum paid by Mr Berlusconi. To seal their pact, CIR has put forward the creation of a number of joint ventures with Mr Berlusconi, notably regard-ing Mondadori's magazine

At a hastily called press con-At a hastly called press con-ference in a response to the arbitrators' decision, Mr Luca Formenton, an ally of Mr Ber-lusconi, tried to defend the sta-tus quo in the group by claim-ing the contract of sale to Mr De Benedetti was null and Nevertheless, following the

arbitrator's ruling, Mr De Benedetti should have almost 53 per cent of the shares of Amef, along with 78 per cent of Mondadori's ordinary shares

and 79 per cent per cent of its privileged stock.

Mr Passera claimed CIR would have no difficulty in meeting the cost of buying out the bulk of the Berlusconi stake, including taking up its share of Mondadori's planned

FT-SE 100:

2,370.3 (-0.9)

1,908.3 (+4.9)

FT-A All-Share

New York lund

DJ Ind. Av.

1,168.67 (-0.1%)

FT Ordinary.

customers right on the doorstep and with 2 free ports and air freight facilities only 40 minutes away - international markets are within easy reach . . .

. . . 9.5 million totential

. . . Commercial property and development land at competitive prices, with grants available for construction. refurbishment, research and development and marketing . . .

. . . The advice and expertise offered by the local authority is second to none - making relocation painless . . .

. . . The choice, size and style of housing is wide with prices well below the national average.

WIGAN

Head of Economic Development. Wigan Metropolitan Borough Council, PO Box 36, Civic Centre, Millgate. Wigan, WN1 11D, UK. Telephone (0942) 44991.

Photographed at the award worning Kilhey Court, Wiggar, Ideal rouse for iness hunches, conferences and fractions



MARKETS

Management: Deutsche Bank's BAI gives a No room for managewre for the **US over S Africa sanctions**



The recent contradictory statements on South African sanctions by Marlin Fitzwater, President Bush's Press Secretary, are indicative of the US difemma in trying to both reward FW de Klerk and appease Nelson Mandéla

New York 51.7243 \$1.7255 (1.7240) DM2.9 (2.8900) FFr9.7325 (9.72) SFr2.44 (2.4375) Y287.25 (265.5) £ Index 91.0 (90.4) COLD New York: Comex Aug \$352.8 \$349.0 (348.0) N SEA OIL (Argus)

SFr1.4145 DM1.68 (1.6770) SFr1.4145 (1.414) Y154.85 (153.95) \$ Index 67.5 (sa Tokyo close:Y154.60 US lunchtime ** Fed Funds 83% 3-mo Treasury yield: 8.02% Long Bond: 102¹2 yleid: 8.51%

2,882.43 (-12.87) S&P Comp 358.21 (-0.89) 32,087.27 (-0.49) LONDON MOREY closing 1432% (same

Chief price changes vesterday: Page 23

New York I DM1.67875

The Formula For Success.

French state companies tug at government reins

By William Dawkins in Paris

companies need more freedom to open their capital to private investors, according to the head of the leading government-controlled insurance group, Union des Assurances de Paris (UAP).

Mr Jean Peyrelevade, UAP's chairman, has urged the Gov-ernment to re-think its policy of allowing neither privatisations nor nationalisations, on the grounds that this is seriously restricting French stateowned companies' ability to raise equity capital to fund

expansion.
This latest contribution to the long-running debate on the funding of state-owned companies is significant, coming from one of the architects of nationalisation in the first Socialist

Mr Peyrelevade told a private Paris seminar that the Government should be prepared to see its stake in state companies fall significantly.

"It is the only remedy for the weakness of our system," he was reported as saying. The capital structure of French public companies was "extraordinarily small and weak com-pared to other European, and

state-owned certainly world, forces." Under current rules, French state companies can issue up to 25 per cent of their equity in the form of non-voting shares. Some have long since reached the limit, so that they now have to stretch their bankers' ingenuity to the limit to find

other ways of raising funds. Mr Peyrelevade cited UAP's own example. The insurance group, France's largest, has an equity portfolio of FFr50bn (£5.14bn). But it was no longer able to participate in large capital increases because "we have exhausted our means," he said. UAP officials said Mr Peyrelevade did not wish to elaborate further.

 The legal system yesterday ground to a near halt as most of France's 6,200 magistrates staged a 24-hour go-slow in protest against alleged erosion of the judicary's powers, lack of resources and poor working conditions.

The protest also reflects magistrates' unease that their independence has been jeop-ardised by a law, passed last year which included an amnesty for certain people suspected of using corruption to raise cash for political parties.

Haughey's European role fails to move domestic audience

IN A FEW days it will all be over, Ireland will relinquish its European Community presi-dential role shortly after next week's Dublin summit. A final sprint and Mr Charles Haughey, the Irish Prime Min-ister, will hand over the EC baton to Mr Giulio Andreotti,

his Italian counterpart.
The consensus within the Community seems to be that the Irish have done well during their six months, coping with what has been an exceptionally

busy period.

There have been the upheavals in eastern Europe. There has been the question of German unity and the accession of East Germany to the Community. Then there have been the delicate negotiations surrounding European monetary union (EMU) and the more controversial but less defined moves toward European political

There have also been the as yet unresolved arguments over South African sanctions, rows about mad cow disease, the Lithuanian question to deal with, drug trafficking and terrorism in the EC and transport liberalisation.

Irish civil servants, particularly in Foreign Affairs and Finance, have worked long into the night to cope with the swelling EC workload.

Mr Haughey, like an anxious host fussing over his diving

host fussing over his dining

The average Irish person feels more than somewhat removed from the EC, writes Kieran Cooke

arrangements, has just finished his second sortie in as many months round Commu-nity capitals in order to ensure the smooth running of an EC

The "begrudgers" in Ireland have accused Mr Haughey of overplaying his EC role and at times letting rhetoric run ahead of reality.

"The cohesive European

Community we are snap-ing . . is not only a guiding light for the other nations of Europe, but the greatest force for good the world has ever known," said Mr Haughey back

in January.
But while Mr Haughey and Ireland have been earning the praise of the EC gallery, the audience back home has been largely ignored. Within Ireland there is little talk about the

new Europe.

In part this is to do with geography. Ireland is the least European of Community countries. It has traditionally looked more to the US than to Europe. When the Channel tunnel is built, Ireland will be the only EC country without a

direct connection to the Euro-pean continent. Unlike other EC countries, it is not in any way cosmopolitan. The level of language skills in Ireland is even more abysmai than in the

Undoubtedly the Irish feel the EC is a good thing. This is mainly due to the financial benefits Ireland has received since it joined the Community in the early 1970s. Up to 1988 Ireland had received 1£8.7bn (£8.1bn) from various EC funds while contributing I£1.6bn to the Community's coffers.

In the 1939-93 period Ireland will be receiving 162.86bn from EC structural funds, an amount which, according to the Irish Government, exceeds that given to any other region in the less developed category of EC countries. Ireland's politicians have repeatedly emphasised the financial benefits of EC membership but have been less willing to inform about other aspects of the Commu-

During the Irish presidency there has been no debate in the Irish parliament about political union or about the conse-quences for the Irish economy of full monetary union.

Repeated opposition calls for such a debate have been turned down by the Govern-ment Instead Mr Haughey has confined himself to a series of parliamentary statements on



The "begrudgers" in Ireland have accused Mr Haughey of overplaying his EC role

his progress through Europe. Questions have been asked about how moves towards European political union will affect Ireland's neutrality: Mr Haughey, say the opposition, has been "remarkably coy" with his answers.

There seems to be an atti-

tude common in Ireland that the EC, with its rules and regulations, its controls and its open market, will not overtly influence events within the country.

There might be angst in countries like the Netherlands about the consequences of German unity and growing Ger-man economic power. But such worries seem a long way from Irish shores.

In 1987 the Irish imposed a "48 hour" rule to curtail shoppers from the Republic going to Northern Ireland to take advantage of lower prices. Ear-lier this month the European Court declared the rule illegal. Yet the Irish still impose the rule and have given no indica-

tion when it will be lifted.

Ireland has made the environment one of the themes of its presidency. Mr Padraig Flynn, the Environment Minister, has skilfully plioted a series of directives on the envi-ronment through the EC

But environmentalists demonstrating against a new road scheme back in Mr Flynn's constituency of Castie-bar were given short shrift

Unions set

strike date

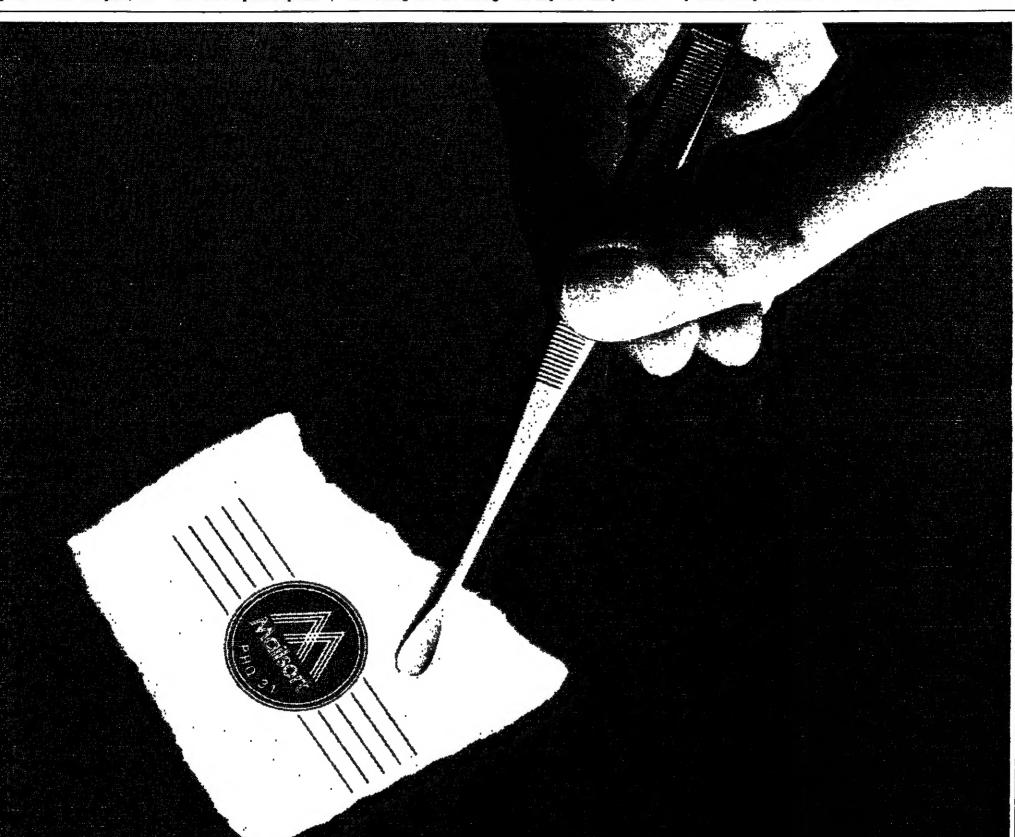
in Italy

The buildozers were called out as Mr Flynn railed against those who wanted to turn ireland into "a wildlife sancto

There is little local government in Ireland. Some sections of the population are deeply resentiui about what they see as a lack of government on suitation concerning various EC (unded schemes, particularly in relation to structural fund spending. They are also suspicious that such funds will be used for political ends.

The home crowd in Ireland there is some reality behind all

the EC rhetoric Sanctions debate. Page 4



TO STANLEY GIBBONS IT'S WORTH £7,150. TO YOU, MAYBE MORE.

If you send out more than 4000 letters at a time you could save yourself more than the value of a Penny Black.

Mailsort could save you over 15% on your postage.

All you have to do is help us by sorting your addresses electronically before they are printed. We'll give you all the help you need, including a computer database, a comprehensive user guide and someone who will show you how to organise your mail by postcode.

Sort out the bottom lines on your envelopes and you could improve your own bottom line.

For more information fill in the coupon and send to Peter Wigglesworth, Mailsort Marketing, Department FT5, Freepost 7, London SW1P 11J or call 0800 100 142.

JOB TITLE COMPANY

POSTCODE TELEPHONE

cent, while capacity increased only 10 per cent. This mean: that the proportion of seats filled by paying passengers improved by 3 per cent to 64

However, growth in air freight handled by AEA airlines fell to only 2.2 per cent in April compared with the same month last year. This is the

Basque expulsions overruled

ITALY'S three main union confederations yesterday named July 11 as the date of the nation's first general strike over a conflict with employers

since 1982, writes John Wyles They are protesting against the refusal of Confindustria, the organisation of Italian industrialists, to negotiate a new contract for the engineering industry until the unions have agreed on reforms to the pay bargaining system.

in the meantime, engineer ing and chemical workers have called a one day stoppage on June 27 over the pay deadlock.

Capital controls eased in Portugal

The Banco de Portugal yesterday announced the further lib-eralisation of capital move-ments effective from July 1, writes Patrick Blum in Lisbon.

The decision, which comes well ahead of schedule for Portugal, is "an indication of our commitment to European monetary union," said Mr Jose Alberto Tavares Moreira, the governor. It affects Portuguese portfolio investment in foreign-listed securities, but not external credit.

Portugal had until 1993 to comply with European Community directives on freeing capital flows and financial services, though it has won a longer reprieve for short-term cap-ital movements which are not expected to be fully liberalised

Accord on Bulgarian bank debt expected

Western bankers and Bulgar-lan officials are expected to decide in London today on a debt refinancing package following the recent suspension by the Bulgarian Foreign Trade Bank of all outstanding payments on principal for the forseeable future, writes Judy

Dempsey.
The Bulgarian delegation hopes that repayments on the country's \$10.3bn hard currency debt can be postponed until 1993.

All repayments, except interest, to Bulgaria's 187 creditors were abruptly suspended last March. Bulgaria was due to repay \$3.6bn this year, \$1.8bn in 1991 and \$800m for 1992. Instead, it will now repay only the interest which for this year totals \$600m.

Western bankers are now cautiously optimistic that Bul-garian statistics, either unavailable or unreliable in the past. . can now be taken seriously in making an assessment of these issues.

European airlines carry more traffic

The 21 airlines of the Association of European Airlines carried 11 per cent more international passengers in April compared with the same month last year, writes Paul Abrahams. The increase was helped by a late Easter.

Within Europe itself passenger volumes increased 15.5 per

lowest figure for six years.

By Peter Bruce in Madrid

SPAIN'S constitutional court yesterday overturned orders expelling four separatist Basque MPs from parliament. It is an important ruling that may make it possible for nationalist politicians to refuse to swear unqualified allegiance to the Spanish con-The court said that four

members of Herri Batasuna (HB), the political wing of Eta, the Basque terrorist group, could resume their seats in the Cortes in Madrid. Elected in last October's general elections, they were expelled in December for qualifying their oath of allegiance with the words por imperative legal, or "by dint of legal endgency".

In the rect the ruling means

In theory, the ruling means that Prime Minister Friipe Gonzalez's Socialist Party no longer has a Cortes majority as the presence of HB. If It takes up its seats, gives oppo-sition parties exactly half the

350 seats in the chamber. One BB deputy, however, was in jail for collaborating swearing in. He was briefly civen parliamentary immunity but escaped from the police after being expelled from the

Mr Gonzalez can still count on the support of conservative Basque and Catalan astional ist MPs in the short term, but the judgment opens up possi-bilities for these same nationalists to strengthen their regional credentials by refus-ing to take the full oath.

The conservative Busque Nationalist Party (PNV). which governs the Basque country in coalition with the Socialists, is already musing about reviving a formula use by Basque pobles in the Mid-dle Ages to accept, but not necessarily submit to, Spanish

It is conceivable that even military conscripts may be able to use the words por imperative legal when taking their eaths of allegiance. Amid signs that nationalist

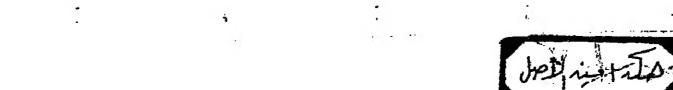
extremism is again growing in popularity in Spain, the court ruling yesterday is a highly threatening challenge to the big national parties. The nationalist Partido

Andalucista is expected to increase its vote greatly in regional elections in Andalu-cia tomorrow and the Socialists are going to be sorely tested in Basque regional elections in November, when they will be struggling to hold on to enough seats to stay in Gov-ernment with the PNV.

The Financial Times (Entops) Lide Published by the Financial Times (Europe) Ltd., Frankfurt, Brench, (Guntlettstrave S4, 6000 Frankfurt, Brench, 1988, Financial Times 1, Teles 416193 represented by E. Higg, Frankfurt Mein, and 4 minmher; of the Beard of Directory P.A.F. McClean, G.Y.S. Denser, A.C. Miller, D.E.P. Palmer, Lenden, Printe Frankfurter. Sequencess-Druckery, GribH. Frankfurt, Main, Responsible editor, Sir Geoffrey Owen, Financial Times, Number One Southwark Brigg, Lindon SCI. 9HL. The Financial Times Ltd. (1980).

Recostered office. Number One, Southwart Bridge, London SE! WH. Company incorporated under the last of England and Wales. Colorman DEP Paimer. Man shortbukker: The Financial Tures Limited, The Francial Tures Limited, The Francial Tures Limited, Tolde Paim Cries Office of Record, Tolde Paim Cries Office of Record Color. Fau (91) 429 0629. Editor: Sri Geoffrey Over Printer SA Nord Editor, 1522 Ray of Care. 54(19) Roubers Codes 1, ISSN 1148-2753 Commission Palmare No. 678(92)

Francial Times (Scandingras) (Mornade 44, DK-1100 Copenhager-K. Denmari Telephone (NI) 17 44 41 725 (01) 435315



European police meet on terrorism fight

EXTRADITION was one of two main items on the agenda of a meeting yesterday between seafor policemen and legal officers from Belgium, the Nether-lands, West Germany and the UK, writes Tim Dickson in

Called to co-ordinate the fight against terrorism in the wake of recent arrests of IRA suspects on the Belgian/Dutch border, the meeting at Turn-hout in northern Belgium also considered the issue of ballistic

research.

A police spokesman said he could give no other details, but confirmed that about 25 inves-

confirmed that about 25 investigators and prosecutors had attended the meeting.

Ms Donna Maguire, who was arrested in Belgium last Saturday and who is being held in custody in Antwerp, is to appear at a Turnhout court today charged with carrying a false passoort and using it, giv. false passport and using it, giv-ing a false name, allegedly being in possession of a weapon, and associating with known criminals.

Honecker under investigation

Mr Erich Honecker, the former East German leader, is under investigation by the West German judicial authorities on suspicion of having helped offer a haven to alleged terrorists, officials said yesterday, writes David Marsh in Bonn.

This follows the recent arrest in East Germany of eight suspected members of the Red Army Faction urban guerrilla group, who were Mr Brich Honecker, the former

guerilla group, who were allowed to take up residence with false identity papers by the Communist regime.

New contender for Russian party post

Mr Ivan Polozbkov, the conser vative defeated by Mr Boris Yeltsin for the post of Russian president last month, emerged yesterday as a possible chief of the new Russian Communist Party, writes Leyla Boulton in

The stocky, bespectacled, party boss from Krasnodar was showered with questions after his nomination from the floor at the party's founding congress, and his comments, pep-pered with humour, were met with rapturous applause. One of several candidates,

his obvious popularity was yet another sign of the predomi-nance of orthodox Communists within the new Russian party. The election of a first secretary

Company raided in Iraq deal probe

West German customs officials have raided the offices of a north German engineering company in connection with suspected illegal deliveries of nocket equipment to Iraq, officials said yesterday, writes David Marsh in Bonn. Leifeld, owned by the

Matuschka financial group, provided the searchers with a considerable amount of material," said an official.

EUROPEAN NEWS

Poland's former industrialists press their claims

AS POLAND prepares to embark on its controversial privatisation programme, a group of former owners of factories nationalised in 1946 has sounded yet another discor-

The Society of Polish Industrialists, made up of some 100 former owners or their heirs, is pressing the Government to recognise its members' claims.

year-old Mr Ludwik Grohman, argues that Poland's privatisation policies should not only

Flanked by Mr Karol White-ead, 77, one of the heirs to the erty.
"Now that we are a demo-cratic and law-abiding state it

doesn't seem right that the present Government should profit from the previous

a fifth of a factory that was founded in 1827, and is now

Count Jan Zamoyski, 78. once a major landowner, says that representatives of Ikea, the Swedish furnishing group, asked him if he was thinking of reclaiming the Zamosc furni-ture factory, with a view to establishing a joint venture.

The society has been knock-ing on doors for the past few months with little joy from the Government, which continues to recognise the 1946 law nationalising factories employing more than 50 people per

ing, rather than reducing, Nato's military firepower. Another area where Bonn is struggling to convince both

east and west surrounds the future size and deployment of

the German army. Bonn favours maintaining an all-Ger-man army of 300,000 to 400,000

soliders, compared with the Bundeswehr's present strength of 490,000.

To placate Moscow, Bonn and its western allies have foresworn any stationing on East German territory of German troops assigned to Nato. The East German National People's Army now down to

People's Army, now down to an effective total of less than

shift, and which is ready to consider compensation only where the law was infringed. A trip to Gdansk to see Mr Lech Walesa was more fruitful and enlisted support for the society's aims.

The chances that the Government will sanction a whole-sale return of industrial property are slim. The stakes are high and should the society's claims be recognised the country stands to gain a sizeable group of rather wealthy people.

Army, Navy, &

BELGIUM

26,600 army (around Colog

5,700 army

US

202,500 soldie

40,300 airmen

and the US, has already indi-cated, however, that a united

Germany will have the right to call on Nato for self-defence over the whole of its territory.

In cloudy areas like this, Bonn has a natural interest in perpetuating the ambiguity — and the Soviet Union has an almost



100,000 men

12,000 soldiers

& airmen (US, UK & France)

CANADA

4,400 soldiers

FRANCE

52,700 army

Davidson in Paris. He told an audience of

French foreign affairs special-ists: "We must change the application of the doctrine of

forward defence... We will have an ever greater need of mobile units, which are both flexible and rapidly deployable", and also of "multinational interest of the state of the

units that are integrated at corps or division level".

Mr Wörner said Nato would continue to need "an adequate

mix of conventional and nuclear forces".

(NVA)

EAST

GERMANY T

Armies

in Germany

WEST

BONN

EC states 'must pay' for entry of E Germany THE ENTRY of East Germany

By David Goodhart in Bonn

into the European Community after unification will be a net cost to other EC members, at least for a transitional phase, according to Mr Bruce Millan, the regional policy Commis-

Mr Millan also stressed that East Germany would not be able to continue with selective anie to continue with selective import controls, planned as a short-term protection to accompany German monetary union, after full unification.

The Commissioner said that East Germany would initially be a net recipient of EC aid and would containly received.

and would certainly receive more in regional aid from Brussels than West Germany currently did.

West Germany is set to receive DM2.5bn (£860m) over a three-year period ending in

1993. "West Germany is, and will remain, a net contributor to the EC so it is only fair that

the rest of the Community bear some of the extra cost." said Mr Millan.

It has not yet been worked out exactly how much East Germany will receive from the EC's regional funds, partly because of the lack of reliable statistics in East Germany, but Mr Milian said it would be "a significant sum".

on the separate issue of regional aid paid by Community states to their own regions. Sir Leon Brittan, the competition Commissioner, has said that German regional aid will have to be reviewed after unification.

He has also called for swif-test possible abolition of West German aid for the former border areas close to the inner-German border.

dant note.

Amid the antique furnishings in his Warsaw flat, one of the founders of the group, 67-

AS NEGOTIATIONS on the

military status of a united Germany enter a crucial stage, the West German Government is

sending out a cluster of signals to east and west on how it

wants Nato to develop in com-

to make sure the right message lands with the right audience,

Chancellor Helmut Kohl and Mr Hans-Dietrich Genscher,

his Foreign Minister, have been beating out a two-fold

They have been reassuring the west that a unified Ger-many will remain in Nato, and

simultaneously consoling the Soviet Union that the alliance

is certain to reduce its military character. Bonn officials admit

the danger that the lines of mutual reassurance could get crossed. The Soviet Union, and

much of German public opinion, is interested in seeing Nato eliminated as a military threat. Germany's allies concede the need to adapt Nato's strength to the ebbing of controllation, but want to keep

frontation, but want to keep

the alliance as a functioning

fighting force.
One dilemma concerns the

Eventual withdrawal of Moscow's 380,000 troops in East Germany would conclusively

restore German soversignty. It could clear the way for reloca-

By Kerin Hope in Athens BICKERING between Greece

and Yugoslavia over truck permits and currency rules has

broadened into a political dispute, with the revival in Bel-

grade yesterday of the long-

dormant Macedonian issue. Mr Antonis Samaras, Greek

Foreign Minister, said claims by Mr Budimir Loncar, his Yugoslav counterpart, that members of a "Macedonian minority" in northern Greece

were being mistreated "are fuelling new tensions rather

than helping defuse them". Greece insists no such minor-

Greek-Yugoslav row blows

ity exists and that almost all transit permits for Greek Greeks of Slav descent trucks, but plans fell through.

up on Macedonian issue

ing years,

seek to create new owners but reinstate the former ones.

Wedeh chocolate factory which is on the government's privati-sation list, Mr Grohman states the moral and legal case for a simple return of private prop-

The '2 plus 4' group meets today in East Berkin

regime's booty," he says.

Mr Grohman has a claim on

called Uniontex. It is still one of the largest textile factories in Lodz. Mr Grohman says: We are a group of people who were brought up in a capitalist environment but who spent their lives working here after

W Germans signal their Nato objectives

Bonn's chief problem before today's talks in East Berlin of the "2 plus 4" group - the two German states plus the four Second World War allies - is

MILITARY SERVICE in West Germany's conscription-based army looks almost certain to be cut to 12 months from 15 months from the beginning of next year as a result of the easing of confrontation in Europe, writes David Marsh.

The Bundestag is expected to decide formally on the reduction in September, following agreement among defence experts in the conservative parties in the centre-right Bonn coalition. The reduction in military service, coming just a year after Bonn shelved plans to lengthen conscription to 18 months, is expected to lower the strength of the Bundeswehr, currently standing at 490,000, by around 50,000 men. Agreement on cutting the call-up period comes as the Government is preparing for a sharp cut in defence spending in real terms next year. Mr Gerhard Stoltenberg, the Defence Minister, appears to have accepted a defence budget next year of only DM52.6bn (£18.2bn), less than the DM53.2bn (£18.4bn) available this year, compared with the DM55.1bn (£19.06bn) he had originally sought.

tion of the capital to Berlin in the mid-1990s. But it would also spark off pressures in Ger-

many for a pull-out of the west-ern allies' military presence, above all, that of the US. Bonn believes that the west-ern allies' armies in Germany will be cut sharply in coming years, down to around 100,000 men from 400,000 at present. But the Government regards the stationing of some Ameri-can troops as vital to a future

Germany's security.
One reason why the Bonn
Government has no intention of pressing for the moment for all nuclear weapons to be removed from German soil is One dilemma concerns the presence of Soviet troops on East German territory. West German defence planners are already looking forward anxiously to the likelihood that, within a probable three to five years after unity, the soldiers will be on their way home. Eventual withdrawal of because it knows that, without nuclear "cover", the US Congress would be much more likely to call for return of American soldiers.

As an answer to the conun-drum over the future of Nato forces, Bonn favours setting up multinational combat units made up of troops from several Nato countries. They could

migrated to Yugoslavia after

in the southern Yugoslav republic of Macedonia, last

weekend blocked the three bor

der crossings from Greece used by trucks carrying farm pro-duce to the EC. Mr Samaras has rebuffed claims of visas

being refused for visits to rela-tives in Greece. He says 200,000

visas were issued to Yugoslavs from the Skopie region in the first five months of this year.

have held talks on boosting

The two ministers were to

Demonstrators from Skopje

World War IL

The suggestion is backed by Britain and the US. But it was given short shrift last week by Mr Jean-Pierre Chevenement, the French Defence Minister, who plainly sees it as a ploy to drag France back into the military structure of Nato.
One top adviser to Mr Kohl
enthuses that multinational

divisions would mean that "no nation on its own could make war." He admits, however, the suspicion in the Soviet Union that pooling western forces might actually end up increas-

100,000 men, is to be subsumed into the Bundeswehr as a territorial army outside Nato. Western diplomats, however, stress that the agreement on "no Nato troops on East Germany" applies only to the anticipated

transition period before Soviet troops are pulled out. Ever aware of Moscow's sen-Ever aware of Moscow's sensibilities over German unity, Mr Genscher firmly opposes any talk of Nato being extended to the Oder-Neisse line.

Mr Kohl, backed by Britain

the Soviet Union has an aimost desperate desire to clear it up.

Nato will have to adapt its policies to new realities in every field, including the millitary field, according to Mr Manfred Wörner, Secretary General of Nato, writes Ian



At Marriott, we look after more than our fair share of experienced business travellers.

Proportionately more, in fact, than our major competitors. People who know just how tiresome

you should be checking in for your flight.

So our staff will always look lively, whether you arrive at 3pm, or 3am.

Your breakfast will arrive when we say it will arrive. (If not, it's on the house.)

that the quickest check-out is no check-out at all.)

Because, however splendid we believe our hotels to be, we realise that there are times when absence makes the heart grow fonder.

SOMETIMES, THE LESS YOU SEE OF A LUXURY HOTEL THE BETTER.

an experience it all can be.

Like checking into a hotel at 3am, only to find that reception seems to have jet-lag, too. Or waiting an extra 30 minutes for room service. Or cooling your heels at the back of a check-out queue, when

And when you have to leave, we won't leave you in suspense. At some Marriott hotels, you can even approve your bill the night before. (On the principle

WHY TELEPHONE MANAGEMENT MAKES SENSE

It is not uncommon for people to view TELEPHONE-MANAGEMENT as a form of 'Big Brother'. Telephone abuse does occure in almost every company but, over all, private telephone calls only amount ot about 5% of the total bifl. The most costly private calls are the overseas calls and the 0898 calls to the Horoscope lines etc which are charged at 38p a minute! These types of calls are easily identifiable and the appropriate action can be taken. In other respects, attempts to cut back on private telephone calls are likely to create more problems than solutions; since the majority of these calls cement good-will between the company, individual and his family.

it is in the area of telephone use and telephone habits that the greatest economies can be effected. The very fact that budgets can be allocated to departments and that department Managers can be made responsible for these budgets will have a major impact. Each Departmental Manager can receive a listing of his departments's costs by individual. Furthermore,

full listings of telephone calls from any individual extension are available, it is this aspect which has the greatest effect on people's attitude to telephone use and costs. All companies have a directive to use the telephone after lunch, whenever possible. STD calls are about 25% cheaper after kunch. Do your staff follow this directive?

How can you possibly know? The fact that costs can be identified against extensions and individuals promotes good telephone As well as being one of the most costly overheads for any company, telecommunications is one of the

If you have too lew exchange lines on your switchboard you will lose customers, without ever knowing why. Too many exchange lines and you are wasting money. Is your operator handling incoming calls efficently? You may think she is, but how can you be certain? During the busy hour in your day is she

overloaded? Are calls clearing down before she can answer? The entire area is a commercial minefield.

A.C.B.I. survey showed that an average saving from the use of telephone management was 15%. HAVE PREPARED A FREE BOOKLET WHICH SHOWS HOW COSTS CAN

BE CONTROLLED AND SERVICE IMPROVED. TEAR OUT AND RETURN THE COUPON NOW, OR PHONE DUPLEX ON 0277-857911. OUR FAX NO IS 0277-525044.

DATECON WAY BILL	IMITED, RADFORD BUSINESS CENTRE. ERICAY, ESSEX CM12 ODG FREE BOOKLET: (WITHOUT OBLIGATION)
NAME:	COMPANY
	ADDRESS:
13634 mais sed classes additions 2200 1433 11154 1115	999013 ** 1 1 1 1 1 1 1
TYPE OF PABX: (IF KNOV	VN)

Frankfurt Marriott completaly refurbished during 1980. Call Marriott reservations. UK 071 439 0281 Austria 11: 515180. Belgium 118222 (toll field) Denmark 800 t 0422 trail free), France 19 05 90 8333 (toll free), Gormany 0130 4427 (toll free) Greece (t) 934 771); Holland 060 27 0122 (toll free) lialy 1676 78027 (toll free) Spin 900 99 4422 (toll free) Sweden 020 795 127 (toll free), Switzerland 046 05 0122 frell free) Or call your local Mafriolt Hotel or Irayol professional



Europe Amsterdam

Over 200

worldwide

luxury hotels

Athens

Bremen

Frankfurt

Hamburg

London

Munich

Paris

Vienna

Warsaw

Amman

Middle East

Cairo

Riyadh

Jeddah

Far East

Hong Kong

Western policy flounders as trade with S Africa flourishes

dent F W de Klerk recently visited European capitals in a dent George Bush, Financial Times writers examine the bid to convince governments that he can be trusted to sanctions debate in Europe, the US and South Africa.

Mr Nelson Mandela is in the middle of a punishing tour continue down the road to reform, implying that sanctions of western capitals urging the retention of sanctions against may be dropped. Three days before EC leaders debate the South Africa to strengthen his hand in negotiations. Presi- issue at the Dublin summit and Mr Mandela meets Presi-

WHEN the Dublin summit discusses the question of sanc-tions against South Africa, it will do so in the knowledge that any decision will be of more symbolic than practical importance.

Despite the European Community's sanctions package. imposed in September 1986 following the failure of the mis-sion to southern Africa by the then British Foreign Secretary. Sir Geoffrey Howe, trade continues to flourish.

South African exports to the EC increased from \$3.5bn in 1985 to \$6.72bn in 1988, while from \$4.4bn to \$7.3bn. And firm commodity prices saw exports to Europe increase by an esti-

Theoretically South Africa should be vulnerable to sanctions as it has a very open

trade was 57 per cent of gross domestic product. At times this figure has been in excess of 70 per cent. But minerals, which account for more than 60 per cent of the country's export earnings, have never been subject to sanctions because of their strategic importance. hence limiting the effect of sanctions campaigns.

The main elements of the EC's 1986 package were a voluntary ban on new investment in South Africa and on imports of gold coins and iron and steel from South Africa. Bans on coal and farm products were successfully resisted by the UK, West Germany and Portu-

to measures adopted a year earlier, including a more rigorously controlled arms embargo

In 1989 the country's foreign and sales of "sensitive equip-rade was 57 per cent of gross ment" to the South African police and military.

Certain other unilateral steps have been taken such as France deciding in 1985 to ban new investment or loans for South Africa and halted coal imports. Soon after South Africa also lost its quota to export 500,000 tonnes of finished steel into the EC.

The impact of these measures is difficult to quantify. In most cases exporters who have lost markets have found other ones. But the cost comes in terms of opportunities foregone, of investment not made, and industries not fulfilling their growth potential. Indeed, a major worry is that if sanctions were to go, capacity con-straints would limit the country's ability to capitalise on new opportunities.

The country also paid a

country, which has effectively placed a ceiling of about 3 per cent on the GDP growth, given the country's import propen-

arms embargoes, with the gov-ernment forced to pursue

self-sufficiency by investing in

industries which were not com-

mercially viable. The synthetic

fuels industry is the best exam-

Capital sanctions, imposed

by bankers not politicians, are

by common consent the ones

that have caused South Africa

Net capital outflows from

the country in 1985-9 totalled R30bn. This meant running a

current account surplus, a seri-

ous constraint for a developing

Their impact on the balance

of payments has been likened by one observer to what South

had the gold price averaged \$200 an ounce instead of \$400 heavy price for the oil and an ounce over the past five

> Other effective sanctions are the product of market pressures rather than legislation. Consumer boycotts of supermarkets are the best known example. South African trade officials tell many tales of European buyers, fearing vic-timisation, asking South Afri-can suppliers to look for new markets.

Although sanctions have hurt South Africa, experience would seem to confirm the judgement of Merle Lipton author of a report on the impact of sanctions, that "thus far, both in relation to capital flows and to trade, market forces have proved more potent

enjoyed by Mr Reagan. White House pollsters are angling for black defectors from the Demo-

crats in the 1992 presidential

campaign: Mrs Barbara Bush

the not-to-be-underestimated

Pirst Lady, is said to be firmly behind the policy of courting black voters on principle.

Anti-apartheid supporters in the US still tend to view South

Africa in domestic terms, too. "Mandela," observed Juan Wil-liams of the Washington Post,

"is a unifying force among American blacks when class differences, political fights and

a widening gap in generational perspectives is weakening the racial bonds that once held

Philip Gawith



Mandela and de Klerk established a friendly relationship at recent talks. But sanctions is part at the armoury of the ANC leader when the real bargaining starts

Community hopelessly split between soft and hardliners

By Lucy Kellaway in Brussels

THE European Community wants to help both President F W de Klerk and Mr Nelson Mandela in their attempt to negotiate an end to apartheld in South Africa. But it cannot agree on how best to go about

Just days before heads of state discuss sanctions in Dub-lin, it is becoming increasingly likely that their signal will consist of a lot of encouraging words, and little, if any,

The EC nations have a range of views. At one end of the spectrum are the UK and Portugal, which argue that a "clear signal" must be sent from Dublin to South Africa by some lifting of sanctions. Failure to do so could result in a right wing back-lash, they say. At the other end of the spectrum are Ireland and Denmark, which want to keep sanctions until "profound and irreversible change" has taken

The rest are willing to move a little on sanctions before apartheid is completely dis-mantled, but are unsure whether they should do so now. Many want to see the easing of sanctions tied to further reforms by South Africa, in particular a complete lifting of the state of emergency (still in force in Natal province), and the release of all political

This camp would prefer to wait, arguing that while Mr Mandela continues to tour Europe campaigning for sanc-tions to remain, any EC action to lift them would be clumsy. A further suggestion is that sanctions could be suspended rather than lifted.

Given this range of views, an Irish officel doubted there would be any decision to lift sanctions in Dublin. "These

sanctions were imposed by consensus, and there is no consensus to lift them." he said. There is, however, agree-ment that the most serious sauctions should remain. There is no question of lifting bans on trade in arms with South Africa, on oil sales, on exports of supplies for the police or army, and on nuclear and military co-operation. Neither is there any question that the ban on sport be lifted. Instead the discussion is

over sanctions on imports of gold coins, imports of iron and steel and the ban on direct

South African		
country	1988	198
France	707	75.
italy	2,183	2,62
Spain	396	43
UK	1,434	1,46
W Germany	1,727	1.55
Source :Mf Directory :	r Trade States	r-ca

investment. The UK angered its EC counterparts by lifting its ban on investment after the release of Mr Mandela, and may press next week for others to follow.

It is, however, being careful not to be seen to be taking too firm a lead. Mr Douglas Hurd, the UK Foreign Secretary, believes there remains a gap between member states, which cannot decide when to take the first step. "The principle was established that you don't have to wait for apartheid to end before relaxing pressure on South Africa," he said.

Since February, however, events have moved so quickly that the UK is no longer isolated in its willingness lift ing in the hope that reforms will now bring everybudy

on the agenda at every been

tion in sanctions would be political rather than economic. and difficult to quantify in any case. The effect of banning new investment is impossible to measure by its nature; the has been completely effective - may have had limited real effect. The imports of iron and steel seem to have fallen by about 40 per cent since 1986, although the estimated loss of revenue to South Africa is only around Ecu5m (£2.6m) month, and is therefore of siln importance.

Despite the tightening of sanctions, trade between the EC and South Africa has continued to grow, especially from West Germany where monthly exports to South africa have increased by over 30 per cent between 1987 and mid-1989 to about \$280m a month. Imports have grown even faster over the same period, by 44 per cent in the case of Italy, 52 per cent for Germany and 35 per cent for

Regardless of whether the EC leaders decide to fudge the sanctions question, the Dublin communique is certain to conwill be wordy bouquets for President de Klerk and to Mr hearty endorsement of the EC's "positive measures" designed to help the victims of apartheid. The Commission has proposed that the size of this programme should be increased by 50 per cent to Ecn42m for 1991, four times as much as when the finad was

Domestic pressures deny Bush room for manoeuvre

DURING a recent White House economic sanctions against Prebriefing, Mr Marlin Fitzwater, President Bush's press secretary, was asked about US sanctions against South Africa.

The evidence shows that sanctions have taken jobs away from blacks," said the affable spokesman, "We've not found evidence that sanctions were a major factor in change in South Africa; there are any number of factors that have been judged

to be far more persuasive."

Later, an aide handed Mr Fitzwater a message: "We believe that the existing sanctions have played a construc-tive role in persuading the South African government of the need to end apartheid," said a somewhat chastened spokes-man. "However, we also believe that political pressures and the consensus of the American peo-ple is the strongest possible ple is the strongest possible force that can be applied to the South African government."

Speaking out of both corners

of the mouth has become customary for the Bush administration when it comes to US

toria. Mr Nelson Mandela the 72-year-old deputy president of the African National Congress, currently on tour in the US, is likely to discover a similar "now you see it, now you don't'
quality to US policy when he
meets Mr Bush at the White
House next Monday.
Mr Mandela's aim is to

ensure that Mr Bush maintains sanctions. He believes that any relaxation would weaken the ANC's bargaining hand in nego-tiations with President F.W. de Klerk's government to dismantle apartheid. Mr Mandela has little to fear.

Despite its reservations, the administration remains unwilling to lift the sanctions imposed by the 1986 Compre-bensive Anti-Apartheid Act (which include a ban on bank loans, new investment and US landing rights for South Afri-can Airways).

In contrast to other countries, where flexibility is at a premium, the US has legislated itself into a corner. The Presi-

SANCTIONS AGAINST SOUTH AFRICA

dent can modify or suspend sanctions - but only if certain conditions are met. These include the release of political prisoners, the lifting of the state of emergency, the repeal of the Group Areas Act and the Population Act, cornerstones of

the apartheid system.

In theory, the administration would like to reward Mr de Klerk for his reformist efforts. , most recently the partial lifting of the state of emergency. In practice, it stands pat; and the prime reason is that South Africa policy is still treated as a domestic political issue instead a foreign policy

During the Reagan administration. US policy was much more active - driven partly by the fears about expanding Soviet influence in the region. Soviet disengagement has weakened US interest and

As in other regional conflicts, Mr Bush — and his friend Mr James Baker, US Secretary of State - have allowed pressure

Export bans

groups inside and outside Con-gress to seize the initiative. In the case of South Africa, groups such as the Congressional Black Caucus and Mr Randall Robinson's TransAfrica organisation exert disproportionate influence (even though they often take a harder line than, say, Mr Mandela is expected to employ in his official talks next

How has this happened? Both Mr Bush and Mr Baker are scarred by the memory of 1986 when Congress imposed the sanctions by overriding former President Ronald Reagan's veto. Neither Republican wishes to risk a major legislative battle with Congress in this an election year, nor do they wish to hand an issue to the Democrats who know how easy it is to paint a sanctions opponent into an apologist for apartheid.

Mr Bush is anxious, too, to maintain his unusually high support among blacks - cur-rently three times higher than admittedly low level

Private Government Air

Ban on loans and investment

black Americans together." Yet as Mr Williams and other US commentators have noted, there is a danger in being swept away by Mandela fever – in losing sight of the immediate and extraordinarily difficult task of creating a free, demo-cratic, multi-racial society in South Africa.

Despite his good intentions, Mr Bush has lost the power to be an effective broker because he is at present only dealing with one party, Mr Mandels. His invitation to Mr de Klerk to make an official visit this month came to nothing. While the South African president cancelled in the face of threatened street protests, he also failed to show up because he knew Mr Bush could not deliver on sanctions.

The result, says one Africa expert in Washington, is that US leverage in the region is diminishing and US policy is drifting.

WORLD TRADE NEWS

Zimbabwe signs accord on US investment

ZIMBABWE has signed a US investment protection agreement to try to attract American capital to its manufacturing and mining industries, Reuter reports from

The Overseas Private Investment Corporation accordingures US companies against political risk in developing countries. It also provides project financing.
"Tell the American government and people we are

ready to receive investment.

Mr Bernard Chidzero, the
Finance Minister, told US
ambassador Steven Rhodes.

Zimbabwe refused for 10

years to sign the agreement, arguing that its constitution offered enough guarantees against risks such as expropriation of private property by the state. But it has now softened its position, joining the World Bank-backed Multiplement. Multilateral Investment Guarantee Agency convention last September as part of a drive to woo foreign capital. Only two US companies -

food processing giant H.J. Heinz and diesel engine maker Cummins - have set up in Harare since independence in 1980. They joined other companies such as Coca-Cola, 3M, Union Carbide and Mobil, which is prospecting for oil in western Zimbabwe. Mr Chidzero said OPIC was

the first of a number of such agreements to be signed . "It is recognised that there is

need to accord further protection of investments by entering into investment protection agreements," the Finance Minister said. He is due to liberalise trade

zines and newspapers. Finland and the Soviet Union agreed in this year's trade protocols that the USSR would receive 308,000 tonnes of next month as part of reforms Finnish paper for about FM1.2bn. The two also agreed to free the economy and stimulate investment.

Nigeria awards \$1bn petrochemicals contracts | Latin

By William Keeling in Lagos

CONTRACTS worth nearly sibn have been awarded by the Nigerian National Petroleum Company (NNPC) for the sec-ond phase of Nigeria's petro-chemicals project. Finance of up to \$850m is being concluded with a Japa-ness consortium, including the

government export insurance arm of the Ministry of Interna-tional Trade and Industry. The expected agreement by Miti to extend export insurance to Nigeria would be the first since

cover was withdrawn in 1985. Other members of the Japa-nese consortium are the government-owned Export-Import Bank and a group of six private

FINNPAP, a Finnish paper mill

association which markets paper, is threatening to halt all Finnish paper exports to the Soviet Union on July 1 if it does not receive FM150m (£22m) in hard currency back

payments by the end of this

Finnpap has not received

any hard cash payment from the Soviet Union since mid-

March. The association has

written to customers such as Pravda and Izvestia to bring

pressure on Exportles, the Soviet central forest products

and paper buying organisation. Finnpap's biggest Soviet cus-tomers include Ogonjok, a pro-

perestroika magazine, as well

as the National Printing Com-

mittee, which produces maga-

companies led by Nissho Iwai, C.Itoh, and Marubeni. The deal is believed to hinge upon NNPC agreeing to make advance pay-ment of \$150m.

The project, to be built at Eleme near Port Harcourt, involves the construction of three plants including an olefin plant with a capacity for 300,000 tonnes a year of ethylene and 90,000 tonnes of propylene, sufficient to meet domestic demand. In addition, two further plants — with the capacity ther plants – with the capacity to produce 250,000 tonnes a year of polyethylene and 80,000 tonnes of polypropylene - are to be constructed. Half the out-put from these is intended for

that one third of Finnish paper exports would be paid for in hard currency and not through

Mr Kari Holopainen, a Bank

of Finland director for Finn-ish-Soviet trade, said that

since the beginning of June the Soviet Union has owed Finland about FM500m in

hard currency.
At a Finnish-Soviet trade

commission meeting in Leningrad last month, the Soviet Union had pledged to give Fin-

export. The products are used to make items such as detergents, batteries, solvents, paints, plastics and tyres.

Contractors for the construction are Chiyoda, JGC, and Kobe of Japan, Techimont of Italy and Spie Batignolles of France. Completion of the plants is expected in 1993. A partnership is being formed between NNPC, Agip and Phil-ips for the supply of gas-based feedstock, the main input. Analysis are warning, how-ever, that the Government will

have to improve its manage-ment of the industry if Nigeria is to benefit from the invest-ment. Plants constructed under phase one of the project are reported to be operating as low as 20 per cent of optimum

capacity.

Any doubts the prospective Any doubts the prospective financiers harbour over the project should be overcome, diplomats say, by the prospect of enhancing future Japanese involvement in a proposed \$2.5bn Liquefied Natural Gas project. Invitations to tender for the LNG project are expected to be issued early next year.

Export of oil accounts for more than 90 per cent of foreign exchange earnings but associ-ated gas-products, a potential money-earner, are currently

Finnish paper exporters Nissan plans East give Moscow ultimatum German sales network

By Stefan Wagstyl in Tokyo

NISSAN is to set up 36 car dealerships in East Germany in one of the first significant moves by a Japanese company to try to take advantage of the expected union between East

and West Germany.

Nissan will be the first Japanese car company to market its vehicles in East Germany. The Japanese car maker, which expects to sell 2,000 cars this year, said yesterday the new dealers had already signed sales and service contracts with Nissan Motor Deutsch-land, the West German subsid-

land priority in paying its hard currency debts.

"We have not heard any-thing from the Soviets about The group hopes to extend the network to 60 or 70 outlets the matter since the end of by the end of 1990. May," said a Bank of Finland

Missan plans to sell Micra, Sunny and Bluebird passenger cars, Nissan Patrol all-purpose Finnish-Soviet trade suffered another upset last week when the Soviet Union proposed vehicles and commercial vans. scrapping the 40-year-old bar-ter system by the beginning of 1991. Talks between both coun-However, an important role of the new dealership network will be to service the vehicles of West German Nissan owners tries on the future of the systravelling to the east. tem will begin this autumn.

Other Japanese companies Other Japanese companies which have announced plans to market their products in East Germany include Kao, the toiletries group, which has directed its West German subsidiary to establish a joint venture with an East German enterwise to sell shamoo enterprise to sell shampoo.

Sony, the consumer electronics company, has said it intends to open a marketing

The moves highlight the fact that Japanese companies are singling out East Germany as the most promising market in eastern Europe, not least because of the imminent monetary union between East and West Germany.

Japanese executives put great faith in the power of West Germany to underwrite the economic future of East Germany.

They are much more cautious about other countries in eastern Europe.

Americans agree to cut regional tariffs

ELEVEN Latin American nations agreed to lower trade barriers from August 1, after wrangling during a day-long meeting over when the reduc-tion would take effect, Reuter reports from Montevideo. Delegates from Argentina,

Bolivia, Brazil, Chile, Colombia, Ecuador, Mexico, Paraguay, Peru, Uruguay and Veneguay, reru, truguay and vene-zuela, members of the Latin American Integration Associa-tion, met to negotiate cuts in tariffs for trade within the

They agreed to raise from 10 per cent to 20 per cent the regional tariff preference, according to a document that has yet to be ratified by each

The 11 countries also agreed to eliminate non-tariff barriers. "The agreement means we will have lower tariffs to import goods within the region at cheaper prices, that coun-tries agreed to allow more products to be imported with lower tariffs and that other non-tariff barriers, which have always been a sticking point, will be scrapped," Mr Domingo Cavallo, the Argentine Foreign Minister said.

"I believe we are heading to a free-trading bloc, which is the first step towards creating a common market." Diplomats said that during

the negotiations Argentina, Braziland Chile worked together, holding identical positions when there was conhoversy.

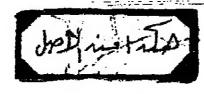
"Chile is evidently trying to become a partner in the integration Argentina and Brazil are already working on," one

12 issues free when you first subscribe to the Financial Times

When you take out your first subscription to the FT, we'll send you 12 issues free. For further information and details of subscription rates, complete the coupon and return it to:

Gill Hart Financial Times (Europe) Ltd. Guiollettstrasse 54 D-6000 Frankfurt am Main 1 West Germany Tel: (069) 7598-101 Please send me details about Financial Times

220321.ptio113	
Name	
Title	
Company	
Address	
	1 : 1
Tel	
FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER	1 1





lessly spli hardlinen

- Comment

4 47 50 218 2 ----

^-----**3**,

4 222 7 A 17 A

化二十二烷 1.00

一三位

free when subscribe to neial Times

10.00



Urishe Canada braced Flight ban on smoking for Meech Lake instability By Bernard Simon in Toronto CANADA is bracing itself for a weekend of political turbulence which could mark the start of a long period of instability in

what has been one of the cal-

Despite a last-minute dash by Mr Brian Mulroney, the Prime Minister, to address the Newfoundland provincial legislature yesterday, there is now only the slimmest chance that the dissident provinces of Manitoba and Newfoundland will ratify the Meech Lake accord before that constitutional package expires on Saturday night.
The federal government may
make a last-ditch effort to save

the accord today or tomorrow the accord today or tomorrow by asking parliament to declare it law on the grounds that it has been adopted by eight out of 10 provincial legis-latures, representing almost 95 per cent of the population. However, this would open the accord, which seeks to make the mainly French-speak-ing province of Quebec a follower.

ing province of Quebec a full member of the Canadian fam-ily, to a challenge in the

lly, to a challenge in the courts.

The increasingly acrimonious debate over Meech Lake is also casting a shadow over the convention, which began in Calgary yesterday, to choose a new leader for the federal opposition Liberal Party. The front-runner, veteran former cabinet minister Mr Jean Chrétien, has come under strong tien, has come under strong attack from his rivals for his behind-the-scenes attempts to save the accord, despite his public opposition to it. The party itself is sharply divided over Meech Lake.

The accord could collapse as rate accord count courses as early as this afternoon, if the Manitoba legislature adjourns, as scheduled, for the weekend. Mr Gary Filmon, provincial Premier, has so far brushed off all efforts by pro-Meech forces, including senior cabinet ministers, to curtail a debate on the accord which began in the leg-

taken in the legislature.

About 3,500 people, mostly indigenous Canadians whose indigenous canadians whose leaders have stalled passage of the accord in the Manitoba legislature for the past 10 days, have signed up to give evidence at the hearings. On the



Filmon: Insistent premier

far east of the country, the Newfoundland House of Assembly is preparing to vote today on a motion to reverse a decision made this year to rescind its earlier acceptance of the accord.
The premiers of three other

provinces, as well as Mr Mulro-ney, have appeared in person in the House to plead for the accord to be saved. Mr Frank McKenna, New Brunswick's Premier, warned that rejection would lead to greater ethnic tensions, economic instability and reduced foreign invest. and reduced foreign invest-ment in Canada.

Outsiders are watching the drama because, "for the first time in the history of the world, they have the opportu-nity to see the destruction of a

US not suffering credit squeeze, says Greenspan

MR Alan Greenspan, Federal Reserve Board Chairman, said yesterday he did not believe the economy was suffering from a nationwide credit squeeze, and he foresees continued modest growth, Rentar reports from Washington.

"All things considered, continued modest economic

tinued modest economic growth remains the most likely outcome. Looking at the economy as a whole, enough credit appears to be available to fuel this growth," Mr Greenspan said in testimony prepared for the Senate Banking Committee.

He acknowledged that some sectors of the economy or indi-vidual borrowers were having vioual borrowers were having trouble getting credit, but these difficulties were in line with a justifiable sense of caution about risks on the part of lending institutions and regulators. The Fed would "continue to watch the situation elections."

closely.
"We are attentive to the possibility that this more cautious stance in the granting of credit could cumulate to threaten the economic expansion," he added. If there had been an over-reaction by lenders or reg-ulators, "access to credit has

not been reduced to an extent that has had a significant damping influence on the American economy overall". Construction of office build-ings and other commercial structures was down from last year, but the cause was overbuilding in earlier years sparked by the ready availability of credit from thrifts and banks.

• The US economy grew at a stronger pace during the first three months of 1990 than was thought a month ago, and the inflation rate was slightly lower, the Commerce Depart-

ment said yesterday.

Gross National Product expanded at a seasonally-adexpanded at a seasonary-ac-justed 1.9 per cent annual rate in the first quarter instead of the previously estimated 1.3 per cent, the department said in its second and final revision of total goods and services out-

March Growth rate improved on the Growth rate improved on the 1.1 per cent in the fourth quarter of 1989 but still raflected a sluggish economy. For 1989 as a whole, total goods and services output increased at an inflation-adjusted rate of 3 per cent, the weakest since 1986.

Panama's entry further complicates Noriega trial

By Honry Hamman in Miami

THE entry of the Government of Panama into the battle for control over the assets of Gen-eral Manuel Antonio Noriega, former leader of Panama, adds another twist to his already convoluted trial in the US on

drug-trafficking charges.
Mr Gregory Craig, the Washington lawyer representing the Panamanian Government. announced this week at a crim-inal trial hearing in Florida that Panama would file civil actions in the US, seeking \$100m from Gen Norlega in compensatory damages and a total \$5bn in punitive damages.

This action clouds the status of an agreement between the defence and prosecutors, under which the US is to ask foreign governments to unfreeze \$4.5m to \$6m of Gen Noriega's assets so he can pay defence lawyers. Among the assets that could be affected by the agreement are seven accounts at the London branch of the Union Bank

High Court order. Mr Craig said the Panamanian Government was con-cerned that assets belonging to the people of Panama should not be used to finance Gen

Noriega's defence.
Lawyers say it is unclear whether a civil action can be used to stop the general using the assets for his defence, and there is puzzlement at the decision to file the actions in the US since almost all of the

assets are in accounts elsewhere. The US decision to accept

timfreezing of some assets was taken in Washington, at "the highest levels" of the Justice Department, according to government lawyers. The government was aware of the planned

ment was aware of the planned Panamanian intervention while it was negotiating the agreement with the defence.

The deal was reached only moments before Judge William Hoeveler, presiding over the Norlega trial, was due to take a hearing at which the government had been ordered to provide justification for its freezing of Gen Norlega's assets and ing of Gen Noriega's assets and details of assets so frozen.

The government had argued that it had a right to freeze the assets since they were tainted by drug profits. But the defence had threatened to show that at least some of the general's assets came from payments by US intelligence of Switzerland, frozen by a UK

payments by US intelligence agencies.

For the defence, the agreement has benefits and drawbacks. If the general's assets are made available to him for legal fees, then he will be able to pay for the massive effort needed to fight the case. However, by agreeing to the limited release of funds, the defence loses the chance to force the government into disclosures of its knowledge of Gen Noriega's finances, a key element of the prosecution case.

AMERICAN NEWS

Scholar activist behind Mr Bush

Peter Riddell talks with the White House domestic policy adviser

R ROGER Porter, the economic and domestic policy adviser to President George Bush, is an example of that American phenomenon, the scholar practitio-

Carter years.
On the wall of his office is

complete smoking ban on international flights are turn-ing the clean air debate into a He has spent the last 20 burning trade issue.

The Canadian government has written to the Internayears alternating between an academic life, mainly at the tional Civil Aviation Organisa-Kennedy School of Govern-ment at Harvard University, and the White House, where he tion (ICAO) asking all member countries to consider a resolu-tion to ban smoking on interhas steadily climbed the ladder to his current position at the centre of the making and exenational flights.

national flights.

However, Canadian carriers are worried that they risk serious competitive disadvantages if they had to apply a complete smoking ban on long international flights while other carriers continued to allow smok-Canadian Airlines is particu-lary worried by the Canadian

on smoking

Aerospace Correspondent PROPOSALS to impose a

sought.

By Paul Bette.

government's smoking bun because of its possible impact on the carrier's lucrative Japanese business. Mr Kevin Jenkins, chief operating officer, says Canadian risks losing as much as C40m (£19m) a year it a complete expelier. if a complete smoking ban on international flights were imposed on Canadian carriers. He explained that Japanese travellers were hig amokers. "We would lose 15 per cent of our traffic in Japan if smoking was banned and would proba-bly pick up only an additional 3 per cent on other routes." the record of the 89:11 vote by which the Senate finally passed the most extensive clean air legislation for more than a decade. It was presented to him after more than 100 hours of negotiations on behalf of the administration with Sen-

ator George Mitchell, Demo-cratic majority leader.

Mr Porter is firmly a free trader. Last year, he helped prepare the decision which lim-ited the extension of a modified from of quotes on steel (majorite form of quotas on steel imports to 2% years, rather than the four or five years aought by the industry. Likewise, he is now pressing for a wide-ranging Uruguay Round package and a stronger Gatt.

He has a full answer to those who question Mr Bush's commitment to his domestic. cution of policy.

While such switching is virtually unknown in Britain, it is common in the US. The result is a mixture of the reflective

and the active, epitomised by Mr Porter. Even by the competitive workaholic standards of the White House, he is excep-tionally assiduous. One col-league recently compared him mitment to his domestic agenda, as opposed to foreign policy. During a recent inter-view for BBC Radio Four's to a vampire, since he never sees daylight. He combines the discipline of his Mormon back-Talking Politics, he argued that Mr Bush was "one of the most energetic, activist-ori-ented presidents of this cenground with the enthusiasm of the committed teacher. Mr Porter, 44, works in a warren of rooms at the top of tury. He is mobilising the American people through a series of initiatives dealing warren of rooms at the top of the squat West Wing of the White House, where he co-ordinates the president's domestic agenda. His post was occupied by Mr John Ehrlich-man in the Nixon era and by Mr Stuart Eizenstat in the with drugs, crime, education, and the environment."

Yet Mr Porter does not believe such activism means an ever larger role for govern-ment. This is not just because of budgetary constraints. "One of the things that we have discovered in country after coun-

try – certainly President Gorb-achev has discovered this recently – is that it is very difficult to turn a society around from the top. Societies do not respond to edicts from those at the pinnacle of the political pyramid.

"There is going to be no shrinkage in the role govern-ment plays. But it's going to have to be supplemented by an even larger role on the part of the public (both the private sector and individuals), he

his is the approach which Mr Bush calls "the thousand points of light." Mr Porter claims that, during the last 18 months, "we have seen a veritable explosion of voluntary activity on the part of Americans who have recognised the role they can play individually and are going about doing it. He gives examples the role that the process of the about doing it." He gives examples ranging from the goal of planting a hillion new trees a year to education and health.

Mr Porter notes that, last year in the US. 27 per cent more was spent on education, in inflation-adjusted terms, that at the beginning of the 1880s. "But that has not produced an education, system

duced an education system that is performing any better. There is nothing we can do to pour money into schools, if parents are not willing to get involved (with homework or reading) to supplement at

in the classroom. It is unfair to put the whole onus on the teacher in that classroom." Also, "what is needed now that can bring down the cost of health care is life-style changes. In the US we lose 333,000 people every year due to cancer caused by tobacco smoking. That is the kind of reformation we need.

"People need to be out getting more exercise, keeping fit. We need to concentrate as much time, activity and effort on these things as we do on building more hospitals, buying more [body] scanners and taking care of people once they've developed a medical problem."

Mr Porter stresses the role of political leaders in pointing a sense of direction, drawing a parallel with the enormous response to President Kennedy's appeal in his 1961 inaugu-ral address: "Ask not what your country can do for you, but what you can do for your

country."

For Mr Porter, as for the man he advises, President Bush "power, by one - the most important - definition, is the influence to get people to do what you want them to do. Governmental programmes are one way, and the rhetorical powers of encouraging and inspiring people are another

Court curbs political patronage

THE US Supreme Court dealt what could be a heavy blow to political patronage yesterday, ruling that government agencies generally may not base hiring, transfer and promotion decisions on a person's party affiliation, AP reports from Washington.

By 5:4, the justices said refusal to hire, transfer or promote for partisan reasons in most cases violates constitu-tional freedoms of speech and association. Partisanship might play a role in such employment decisions only when political affiliation was an appropriate requirement for carrying out a job, such that of a policy adviser. "Unless these patronage

practices are narrowly tailored to further vital government interests, we must conclude that they impermissibly encroach on First Amendment freedoms," Justice William Brennan wrote in judgment.

The decision upholds a suit

against Governor James Thompson and Republican Party leaders in the state. Its sweeping prohibitions apply as well to federal and local gov-ernment employers.

Supreme Court decisions in 1976 and 1980 had limited application of political patron-age, but only in respect of job dismissals.



Flying from Heathrow to Scandinavia with SAS has taken on a completely new meaning. It's all to do with the new Terminal 3. A delightfully light and airy terminal, it's as sparsely populated as Scandinavia itself!

It means short queues, if any. It means checking in at SAS's own counters. It means you'll be taken care of by 140

When you've got a bit of time on your hands, you'll find the new EuroClass Lounge (opens in August) is larger and more comfortable. And that the new duty-free area has been

designed for easy shopping.
Returning to the UK from the open spaces of Scandinavia, you'll be cleared through pass-

port control in a matter of minutes. Continuing with British Midland or Manx Airlines, our British domestic partners, is no problem either.

You check in immediately on arrival, and a special transfer bus takes you to Terminal 1. Speaking of terminals: 3's no crowd.

Peking warns HK activists over confrontation

By John Elliott in Hong Kong

PEKING yesterday warned Hong Kong political activists not to stage a "confrontation" with China, but softened the message with a pledge that the mainland had no intention of introducing its socialist system or way of life in the British

This was the main theme of the first public speech to a mixed expatriate and Chinese audience by Zhou Nan, a for-mer Chinese vice-Foreign Minister, since he arrived in the colony four months ago to head the Xinhua News Agency, Peking's de facto embassy.

Zhou also ruled out any chance of Peking agreeing to change the Basic Law, which was completed earlier this year and will form Hong Kong's mini-constitution after it reverts to Chinese sovereignty

Although his words were tough, Zhou tried to put forward a more friendly front than in recent months. His audience of businessmen in Hong Kong's General Chamber of Commerce, who are not in favour of the colony becoming involved in China's internal affairs, responded by welcoming his assurances about the

"The mainland has never and will not in the future introduce its socialist system, way of life, and concept of value into Hong Kong," Zhou said. "Likewise, people in Hong

Kong should not attempt to impose its capitalist system. way of life, and concept of value upon the mainland" he added, reiterating Peking's fear that the colony has become a centre for subversion in the

"Otherwise, it will go against the will of the eleven hundred million people (of China) and that of the people of Hong Kong, consequently leading to escalation of man-made con-frontation." It was "essential for Hong Kong to create an atmosphere of harmony and co-operation, to maintain its long-term stability and pros-

Significantly, Zhou also underlined the continued opening-up of China's "entire coastal areas", which used to be encouraged by Zhou Ziyang, the Communist Party secretary who was disgraced and sacked last year. Hardliners usually prefer to

stress only the development of the whole country, instead of concentrating on the richer coastal development.

Speaking a few days after Zhu Rong Ji, mayor of Shang-hai, visited Hong Kong to appeal for investment in his city, Zhou said "tremendous new opportunities" existed for Hong Kong investment in Shanghai as well as in Guangdong which is adjacent to Hong Kong, Fujian Province

Maude to make first visit since Tiananmen massacre

By Mark Nicholson in London

MR FRANCIS Maude, Britain's Minister of State with responsibility for Hong Kong, is due to visit China in July in what would be the first trip by a UK minister since last June's Tian-anmen Square massacre.

Mr Maude's visit, for which neither a specific date nor schedule of meetings has yet been announced, is designed to raise from a technical to a political level the discussions between Britain and China over arrangements for Hong Kong's shift to Chinese rule in

Kong's shift to Chinese rule in 1997.

The British Foreign Office is also guardedly optimistic that Mr Maude's trip can improve the broader "atmospherics" of British-Chinese relations, which have chilled significantly since Tiananmen Square and a series of hardline statements by Chinese rulers over Britain's Hong Kong policy.

policy.
The Foreign Office is braced for strong domestic criticism of Mr Maude's visit in light of the sustained hard line being taken by China's rulers since Tiananmen Square.

"We will just have to brave it out," said a Foreign Office spokesman. "It is simply necessary to get on with our dialogue over Hong Kong."

In China's first official read tion to the news of Mr Maude's visit, Zhou Nan, head of the Xinhua News Agency - China's de facto embassy in Hong Kong - declared that "if both sides are open and sincere, then there could be positive

Mr Maude will seek to persuade the Chinese of the importance of Britain's nationalities bill in keeping key individuals in the colony after the transfer of rule.

He will stress the importance Britain puts on a move to full mocracy in the colony, and emphasise the value of sub-stantial infrastructural projects to Hong Kong's continued economic health.

GEC may be holding talks on radar for Chinese

By David White, Defence Correspondent

BRITAIN'S General Electric Company is understood to be one of several international groups negotiating to supply China with airborne early-

warning equipment.

The GEC radars would involve 16 sets of equipment that the company bought back from the UK Ministry of Defence after cancellation of the 11bn Nimrod project in 1986. The UK opted instead for a US system using Boeing aircraft and Westinghouse radars. GEC declined to comment on prospects for selling the radars on to China.

The company, however, has been supplying military aircraft radars to the Chinese since the early 1980s, including in the period following last year's Tiananmen Square massacre and the Western ban on

Export approval was given

low-on order involving Skyran-ger weapon control and inter-ception radars, and other electronic equipment for China's Type 7 fighter, a version of the Soviet MiG-21. This was similar to equipment already being supplied to China, and brought GEC's total orders for the pro-

gramme to around £100m.

The prospective early warning deal is described by experts as "a big job", involving the integration of the system into aircraft and training of person-nel. The argument for seeking an export licence would be based on the equipment's

defensive purpose.

China has been excluded from British government sponsored arms exhibitions in the 12 months since the suppression of pro-democracy demon-strators in Tiananmen Square, but has sought to maintain contacts with UK defence sup-



Arabs react with sorrow and anger at lack of US 'even-handedness'

By Tony Walker in Cairo

THE US decision to suspend its "peace" dialogue with the Palestine Liberation Organisation has attracted widespread but generally restrained criticism in the Arab World at a time of increasing concern that the Middle East may be heading for renewed conflict.

In one of the harshest condemna-tions the PLO has demanded that Arab states consider imposing sanctions against the US in protest; and while it is most unlikely to secure support from the moderates for such a step there is no doubt that its call coincides with growing militancy throughout the region.

The episode has posed a particular dilemma for pro-US Arabs who are anxious not to fuel growing anti-American sentiment over what is widely perceived as Washington's lack of even-handedness towards the Widdle Fast conflict. Middle East conflict.

Egypt yesterday cautiously expressed "sorrow" over President Bush's announcement that he was ordering the suspension of talks with the PLO, begun in Tunis late in 1988, but it stopped well short of attacking

The decision followed the PLO's refusal to condemn an attempted Pal-estinian seaborne guerrilla raid against Israel on May 30 and disci-pline the leader of the small faction

esponsible. Mr Nabil Shaath, a senior adviser

to Mr Yassir Arafat, the PLO chairman, said the US decision would encourage a growing mood of mili-tancy in the Middle East.

"We are not going to take it lying down, and I'm not talking about a bloodbath and terror," he declared. "What was wrong with the peace process was the Arab world's weakness... the Iraqis are now leading a new era of some Arab deterrence and less Arab cowardice."

Mr Sheath, who is widely regarded as a moderate in PLO terms, added that there were six Arab countries with "intermediate range missiles" capable of reaching Israel.

In April, Iraq's President Saddam Hussein threatened to scorch half of Israel with binary chemical weapons if attacked with a nuclear device.

Growing Arab militancy was reflected in resolutions of the recent Arab summit held in Baghdad that called for stronger, co-ordinated action to counter what were described as Israel's threats to regional security. Reacting to the US decision, a PLO

spokesman said in Tunis that "it is a provocation against all Arab states, especially after the Baghdad summit. We will call on Arab states to implement the Baghdad summit resolu-Anger inside the PLO over the lat-

est development makes it unlikely that it will agree soon to US condi-

tions for a resumption of the dia-logue. PLO officials said that in any case the 18 months of talks at ambassadorial level in Tunis had not yielded any tangible benefits to the PLO. They accused Washington of reneging on promises to upgrade the dialogue.

Mr Salah Khalaf, number two to Mr Arafat, said in Tunis that the sus-pension would only serve to encourage militancy in the region. "We deplore this decision which does not serve US interests or peace efforts...the US will see that it serves only extremists," he said. However, Mr Khalaf, who is better

known by his nom de guerre. Abu Iyad, pledged that the PLO would retain its commitment to its peace

retain its commitment to its peace initiative based on recognition of Israel and demands for a "two-state solution" to the Middle East conflict. Although Washington's decision to suspend talks is seen as disappointing development by western officials, a senior western ambassador said "in the end Washington had little choice, but to do what it did, although, of course, it has left the door open for a

course, it has left the door open for a resumption of telks".

The Arab press, meanwhile, has reacted angrily to the US decision. Gulf newspapers urged Palestinians engaged in an uprising against israeli rule in the West Bank and Gaza to "turn the occupying enemy's life into hell".

Bush gives up a useful diplomatic tool in the Mideast

Lionel Barber in Washington and Hugh Carnegy in Jerusalem on why contacts were cut with the PLO

HE suspension of US talks and in elections talks posed last Fey with the Palestine Liberation Organisation removes, at least temporarily, a useful diplomatic tool for problems with the US administrative. for advancing peace efforts in the

As President Bush made clear on Wednesday in Alabama, he took his decision reluctantly in the face of epposition from some of Washington's strongest ailes, many of whom such as Britain support his efforts to pursue an even-handed approach towards Israel and the Palestinians

Throughout his news conference, Mr Bush stressed that the suspension should not be read as signalling American disengagement; nor a shift in his administration's view that "Paiestinian participation is essential to the success of the peace process."

Yet this very process has been stal-led for at least three months, nullify-ing the US initiative to coax the Israeli government into talks with Palestinians on elections for the occupied territories, to be followed by talks about Palestinian autonomy and a final settlement.

Last February, Mr Yıtzhak Shamir, the Israeli Prime Minister, told the US he would not open talks in Cairo with any Palestinian delegation which might include deportees from the occupied territories, or those with dual residences in Israeli-occupied Jerusalem and the West Bank, let alone members of the PLO.

Mr Shamir's intransigence in carry-ing out his own election plan touched off a political crisis in Israel and sent US relations with its strategic ally to an all-time low. Then came the abortive May 30 guerrilla attack on Israel organised by Abul Abbas, head of a radical PLO faction.

The refusal by Mr Yassur Arafat, the PLO leader, to condemn the attack or to take any disciplinary action against Abul Abbas left Mr Bush little option but to sever the dialogue before he was forced to do so by Congress. A resolution in the Senate urging suspension of cont-acts had aiready attracted 47 co-

Still, the terms which Mr Bush set for resuming the PLO dialogue do not appear too severe. The President did not demand that Mr Arafat expel Abul Abbas but rather that he specifi-cally condemn the raid and "begin to take steps" to discipline him.

The President's words indicate that there is, at present, no fundamental reassessment of US policy either towards Israel or the Middle East in general. Indeed at one point, Mr Bush let slip that he had just sent a letter to Mr Scamic creditive intended to to Mr Shamir specifically intended to determine "his seriousness about the peace process". The Bush letter reportedly asks Mr Shamir the same question on Palestinian representa-

problems with the US administration are not yet over. Despite the public satisfaction of Israel's right wing Got ernment over the suspension of the US-PLO dialogue, there is contenthat Washington will now enert more pressure on Israel to try to salvest semething from its fractured Middle East peacy effort.

"After showing a strong hand to the PLO, the Americans will feel free maybe even obliged to show a strong hand to Israel too," said an editorial in the newspaper Yediot Achronot, "Increased pressure on israel to make a gesture in the direction of renewing the American version of the peace process can be expected."

Satisfaction among ministers in the week-old coalition, led by the Me Shamir's Likud Party, was also tem-pered by the way President Bush Into the door open to a resumption of takes with the PLO. "I hope this coopension will not be temporary," Mr Shamir

in short, the US is keeping the rhe torical beat on Israel. The question is whether Mr Shamir and his new hard-line government take it sen-

A resolution in the Senate urging suspension of contacts . had already attracted 47 co-sponsors.

ously, now that the PLO dialogue (which shook the Israelis when it began in December 1988) has been

One optimistic interpretation is that the removal of the PLO dialogue might give Mr Shamir room to man-ocuvre around his even more hardline colleagues in Jerusalem As one US official put it, "Remember, it was (Menachem) Begin who come to Camp

A more negative view suggests that the current stalemate strengthens the hardliners on all sides and could lead to a further escalation of tension in the region. On this reading, the administration has already given up on Mr Shamir and believes that the new Israeli government will be

Hence the sudden building up in the US press by anonymous US offi-cials of Mr Yitzhak Rabin os the next Israeli Labour party leader who could replace Mr Shimon Peres, open a dialogue with Polestinians and bring peace to the Middle East.

Ex-oil minister keeps

influence in Kuwait

Activist turns up in Taipei By Peter Wickenden

HOU DEJIAN, one of three pro-democracy activists who disappeared before a scheduled news conference in Peking in May, has escaped to his native

Taiwan.

He went to the Taipei prosecutor's office last night after arriving on Taiwan's east coast, and may face charges for violating its National Security

Hou reportedly made a deal with China's Public Security Sureau to obtain his own free-dom and protect fellow-dissi-dents Zhou Tuo and Gao Xin from being tried for counterrevolutionary activities. He was flown to Fujian Prov-

ince in a military aircraft, then taken to sea in a launch that stopped a Taiwanese fishing

stopped a Taiwanese hishing boat and put him aboard.

A popular singer on both sides of the Taiwan Strait, Hou defected to the Chinese mainland in 1983 in search of fresh inspiration, and was blacklisted by Taipei.

Later, he regretted having some and played a prominent

gone, and played a prominent part in the democracy protest in Peking's Tiananmen Square

India seeks to cut oil demand

By K.K. Sharma in New Delhi

THE Indian government yesterday announced cuts on inputs by 10 per cent. yesterday announced measures supplies to industries, rail-Government vehicles. to curb const otion of petroleum products in an attempt to reduce oil imports this year by 2.8m tonnes and save Rs8.5bn (£288m) in hard currency.

The measures became necessary because of a rapid rise in fuel consumption in the last few years while domestic oil production has remained stagnant. The gap has been closed by higher imports which have hit India's fast-depleting foreign exchange reserves. The oil import bill was Rs64bn last

Although a proposal to intro-duce petrol rationing has been rejected because it would be both impractical and unpopu-lar, Mr M.S. Gurupudswamy, the Minister for Petroleum,

power stations, fertilise and petrochemical plants and

Since transport, power generation and factories are bound to be affected by consumption cuts, industrial output growth is likely to drop. Private motorists are unlikely to be affected much – the only step here is to close petrol stations in towns on Sundays – and bulk consumers will bear the burder of the outer den of the cuts.

The railways have been asked to reduce diesel con-

sumption by at least 10 per cent, power stations their petroleum products consumption by 10 per cent over the last three years' average and fertiliser plants their naphtha

Government vehicles are being expected to cut perrol and diesel consumption by 20

per cent. All chief ministers of states have been asked to effect a similar cut while government-owned transport cor-porations have been advised to reduce consumption of petroleum products by 10 per cent. While domestic crude oil production has remained at just over 30m tonnes a year, demand has increased from

39m tonnes in 1984-85 to 54m tonnes in 1989-90. The increase in consumption was over 8 per cent last year and projections are that demand will grow by 7.6 per cent a year in the next five years to reach 78m tonnes

THE removal of the energetic cult for western oil companies to compete against Opec.

Sheikh Ali Khalifa al-Sabah from the Kuwaiti Oil Ministry in Wednesday's cabinet reshuffle may have sent ripples through the oil markets, but Sheikh Ali is likely to maintain his influence in Kuwaiti

Officials in Kuwait believe that Sheikh Ali will use his new job as finance minister to Kuwait's economic and foreign investment policy without alto-gether abandoning his interest Mr Rashid Salim al-Ameeri.

a little-known academic, was chosen as new oil minister and head of the Kuwait Petroleum Corporation. Sheikh Ali becomes chairman of the Kuwait Investment Authority, ousting his rival Mr Jassem Mohammed al-Khorafi, the for-mer finance minister. The job of oil minister is understood to have been turned down by sev-eral potential candidates. "Ali Khalifa has extended

his power and influence," said one observer in Kuwait. "I

wouldn't be surprised if he continues picking up the phone and directing KPC executives." The Kuwait government was quick to say that there would be no change in Kuwait's oil policy. Sheikh Ali has been a leading proponent of keeping world oil prices low to stoke demand and make it more diffi-

quota, produced friction with some of Kuwait's larger neigh-bours. Kuwait's oil policy has recently come in for direct or indirect criticism from Iran, Iraq, and Saudi Arabia. Oil analysts speculated that the movement of Sheikh All may have been aimed at part toward easing this friction although a dramatic change in Kuwait's oil policy was thought highly unlikely.

"I think the Emir is taking note of the criticism," said Mr

The policy, particularly of Kuwait regularly producing more oil than its Opec-agreed

Mehdi Varzi, oil analyst at Kleinwort Benson. "Sheikh Ali's very absence at the next Opec meeting will improve the atmosphere."

The moving of Sheikh All,

who held both the oil and finance minister portfolios in the mid-1960s, probably has as much to do with domestic Kuwaiti politics as with the horse-trading in the Organisation of Petroleum Exporting Countries.

It is thought that Shekh Ali will attempt to clear up the financial mess from the 1982 crash of the Souk al-Manakh unofficial stock market, which left some \$54bn of paper dobts, before a full Kuwaiti periiswho held both the oil and

before a full Kuwaiti pariia-ment can be convened in four

Cambodia coup plot 'uncovered' By Roger Matthews in Bangkok THE Vietnam-backed regime in

Cambodia said yesterday it had uncovered a coup plot in its own ranks, further fuelling speculation that its grip on the country may be weakening. The Khmer Rouge simulta-neously claimed it had shelled Battambang, Cambodia's second largest city, following last

week's joint assault with non-

communist guerrilla forces.

during which the town of Kompong Thon was briefly occu-Reports also suggest a fur-ther dip in morale among gov-ernment soldiers, in part reflecting the worsening economic situation and discontent

over continuing corruption in Phnom Penh, the capital. It may be in part to combat a threatened erosion in support that the government, beaded by Hun Sen, has moved against what was officially called "a traitorous force within our inner ranks". These unnamed people were said to have linked with foreign spies taking advantage of the country's move towards a more liberal economic system.

The language used and the action taken mirror recent events in Vietnam where the ruling communist party is try-ing to strengthen its political control, while arguing its economic reforms are progressing smoothly.

The hardline communist parties in both countries are alarmed by the pace at which parties in Eastern Europe have collapsed and by the impact, already being felt, of reduced aid from the Soviet Union.

Peking shows no sign of cut-ting its diplomatic, financial and military support for the Khmer Rouge, which ruled Cambodia so disastrously from 1976-79. It said yesterday that recent military successes by the Khmer Rouge and forces loyal to Prince Norodom Sihanouk, the former ruler, and those of Son Sann, an ex-Prime Minister, showed efforts to exclude any of them from

peace talks could only prolong the war.

With the rainy season now under way, the balance between the opposing forces has evened out, as government troops cannot deploy their armour and heavy artillery. Recent visitors to Cambodia

say it appears small units of Khmer Rouge are roaming increasingly widely through Their main message is one of figree opposition to what they describe as the continuing Vistnamese occupation, despite the substantial military withdrawal last September. Reports from Phnom Penh

influence Vietnam exercises on the Cambodian Government may have been behind the alleged coup plot.

A minister arrested last month, along with several top civil servants, are thought to have been the nucleus of a

movement advocating greater

independence from Hanoi.

indicate that opposition to the

Food-price clashes hit Zambia injured and one demonstrator arrested. But public rage over the increases raised official

PROTEST marches, panic buying and a threat of labour unrest have followed the doubling of the price of Zambia's staple food, corn meal, AP transfer from I make I was to go back to the bargain-ing table. reports from Lusaka. The pow-erful Zambia Congress of Trade Unions, a long-time critic of the government, demanded an immediate repeal.

Under pressure to introduce radical economic reforms, the government has raised the corn-meal price from Kwacha 114.50 to Kwacha 269 g 55lb bag. Last week, state employ-ees received an 85 per cent pay

In state-run food stores, Zam-bian shoppers snatched up the last remaining bags of corn
meal still selling at the old
price. In the Copperbelt province of central Zambia, some
300 people protesting at living
costs marched through Ndola
before clashing with armed
police.

One policeman was reported

fears that police could face violears that poince count lace vio-lent mobs, as in December 1986. Then, security forces killed 15 people in price pro-tests in Copperbelt towns. State stores were looted in the worst urban violence since independence.

The corn-meal price rise comes as inflation at 120 per cent and repayments of the \$7bn (£4.06bn) foreign debt are draining two-fifths of Zambia's

Mitterrand has it both ways at African summit

By George Graham in La Baule

FRANCE'S periodic summit meetings with its former African colonies, and any other African countries which care to join in, have not been renowned for the solidity of their achievements.
"We talk, talk, and then

nothing," complained President Omar Bongo of Gabon after the last such meeting. This time, things were sup-posed to be different. As "the wind from eastern Europe shakes the palm trees," some of France's oldest African friends face growing opposition and unrest. The meeting in La Baule, France, would be "the summit of truth," President Bongo predicted.

seems to have damped some of the desire for this. In his keynote speech, President Fran-cois Mitterrand tried to walk a tightrope between reassuring his African friends, and calling for more democracy. But he seems to end up with a foot on either side of the rope.

France's new African policy, as outlined by Mr Mitterrand yesterday, contains something for everybody. First, France will not abandon Africa. "France has decided to...aid Africa, whatever may be or be said." Mr Mitterrand declared. adding that France would remain Third World's loudest advocate among industrialised

La Baule's torrential rain nations. But it would do its It will be enthusiastic for those best to encourage democratisa-"France will link its contri-

bution effort to the efforts accomplished to move towards more liberty." Mr Mitterrand At the conference, the presi-dent said France "does not intend to abandon any African country, as long as it embarks on the road I have tried to

draw, of more and more lib-erty." In the official text, released later, this last condition was removed. Yesterday, President Mitter-rand explained: "Aid will be more lukewarm to régimes which are more authoritarian. which take steps towards lib-

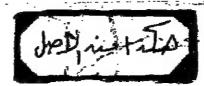
In the text, he avoided criticism of the corruption and wastage that have afflicted so many aid programmes - a criticism many of the leaders at the summit find particularly irritating. "Perhaps there was a time when money was spread around prodigally without control. I was not there then," Mr Mitterrand affirmed. "Where is this evaporation people never stop talking about?"

His voters appear to disagree. An opinion poli conducted by Paris Match showed 59 per cent of those questioned thought French aid in Africa

was applied bodly.

The clearest message was on the use of French military force. M: Mitterrand said France was prepared to intervene militarily in Africa against an external threat, but not in internal conflicts, except to protect French citizens. He pledged "not to try to organise internal political changes by plot or conspiracy."

This may be some consula-tion to the heads of state who had feared France might abantion them to their fates. But the last word remains with King Hassan of Morocco: "A country never dies of poverty: it is of shame that countries



THE VISION of an increasingly popular "hard-Ecu" outlined by Mr. John Major, the Chancellor of the Exchequer, is fundamenthe exist tally different from the exist-ing Ecu, invented by the European Community in 1979 as part of the long haul towards monetary union.

Few people have ever seen a live Ecu - it physically exists only in Belgium in the form of 5 and 50 Ecu coins. For most the Ecu is a metaphysical cur-rency whose value is defined by reference to a basket of European currencies weighted according to the relative strengths of their respective economies and whose main mactical use is confined to the issuance of RCU denomination issuance of ECU denominated bonds, mainly by EC institu-tions and countries like Italy which are most enthusiastic about the European idea.

Now Mr Major is seeking to change the nature of the Ecu another parallel european cur-rency which would circulate alongside existing national cur-rencies.

The timescale for this transformation is a moot point. "It will be a long time before the British public uses the ECU to go on holiday in Spain" according to Mr Paul Lovell of Thomas Cook, the travel agent.

1

Thomas Cook has offered an longer have to assess the inter-cu denominated travellers relationship of all the EC cur-Ecu denominated travellers cheque to few takers — less than one per cent of its travel cheque business — for five years. It recently polled 300 British residents, finding that 24 per cent had heard of the Ecu, but 84 per cent of those who had never heard of it said they would use it now that they knew what it was.

But one group fo profession-als - corporate treasurers have good reason to welcome Mr Major's proposals for a new international currency for

The Chancellor's scheme would sharply reduce the complexity of a treasurer's task, at the same time as prompting a huge increase in demand for treasury skills.

At present a UK company

At present, a UK company contemplating selling into con-tinental Europe must come to a view on the likely relation-ship of sterling to as all other European currencies over many months. A complex judgement is made, a price is struck, and sophisticated and expensive hedging measures are taken to minimise the impact of currency fluctuation on respins and profits. on margins and profits.

A "hard ECU" ought to diminish uncertainty and risk.

The UK company would no

rencies - the only judgement to be made would be whether to bill in sterling or in the the

new European currency.

"The [Major] proposal would totally remove uncertainty and could be a total bonanza fortinental Europe," said one trea-

surer yesterday.
It would allow companies to
do all their trading in one currency and could lead to an immense improvement in the efficiency of cash management services in Europe. One treasurer predicted that "netting-centres" across Europe would be set up to deal

with a company's invoices from all over Europe. "It would put enormous pressure on the banking system to become more efficient," said another

treasurer.

Others were sceptical yesterday observing that Mr Major's move had perhaps come too late in the day to have any chance of being implemented "And in any case, why not just let the D-Mark fulfill the role of this new currency?" asked one treasurer who said the ECU itself could be used more than it is "but people don't like using something which is so complicated to understand*.

BRITAIN IN



BR looks to new era for trains

British Rail announced that it is to order a new generation of 155 mph trains, put out to international tender, which will significantly cut journey times between Loudon and the West Midlands, the

North-West and Scotland. The fleet of InterCity 250 trains, so called because the travel at up to 250 kph, are expected to enter service on the West Coast route between London Kuston and Glasgow in May 1994. BR's decision to make the

best of its existing lines to the north will disappoint regional organisations and other bodies which have been lobbying for high-speed rail network to match the French system. It will leave Britain with plans for only one dedicated high-speed line: the much-delayed link between

London and the Channel Tunnel, due to open by the turn of the century.

British Gas attacked for global plan

A stinging attack on British Gas for trying to hold on to its monopoly supply of the industrial gas market and concentrating on "global domination" was made yesterday by Mr James McKinnon, the industry's

regulator. Mr McKinnon, director general of the Office of Gas Supply, was particularly critical of British Gas for failing to heed his plea to encourage a gradual introduction of competition

over the next three years.
The attack suggests that
relations between British Gas
and its regulator are once more
entering a difficult phase after
a period of improvment.
In a cutting reference to the In a cutting reference to the company's efforts to expand overseas, Mr McKinnon said:
"I am extremely disappointed that British Gas, having stated that it welcomes competition, concentrates its competitive mind on global domination while preserving the monopoly status quo back home."

Quadrant, a joint venture between Esso and Shell, has this year become the first concern to sell gas directly to industrial customers using British Gas's pipelines. However, Mr McKinnon

yesterday told an energy conference in Edinburgh that the emergence of further competition was being thwarted by a lack of gas not already committed to British

Row over £60m aid for Nigeria

Disbrusement of some £60m in British aid to Nigeria is being held up by a disagreement between the Overseas Development Administration and the Department of Trade and Industry over whether the funds should be used to buy

British goods and services.

The aid is part of an international effort to help alleviate Nigeria's chronic forcing exchange shortage, most of which takes the form of untied economic assistance from leading industrial

The ODA has been seeking to follow this pattern by ensuring that Britain's contribution is also untied. ODA argues that this system ensures the most efficient allocation of foreign exchange to the Nigerian economy. The DTI, however, regards

this argument as unproven and is seeking more evidence from the ODA that British firms will not lose business if the aid is untied, ODA is understood to have the support of both the Foreign Office and the Treasury.

Executive pay levels rise

THE growth in executive pay for the most highly paid executives in Britain's biggest companies continued unabated except at the highest level where it fell, according to an analysis of executive pay and board room issues in 1989/90 by Korn/Ferry International. an executive search firm.

The median level of pay for the top executive in a company with a turnover of more than £500m has risen to £225,265 in 1989/90, up 17 per cent on the level of a year ago. Those in the top 10 per cent of the most highly paid saw their total earnings fall 11 per cent to £413,850.

Consumption of wine up

Wine consumption in Britain, which more than doubled during the 1980s to 800m bottles a year, could reach 2bn bottles by the turn of the century, the Wine and Spirit Association (WSA) forecast. Though there are now an estimated 30m regular wine drinkers, they drink an average of only a half-bottle a week each. "Even if they doubled their consumption, they would still be drinking less than a glass a day," said a WSA spokesman. The WSA believed there was

scope to expand the number

Greycoat out of Edinburgh

Greycoat, the property developer, has decided not to go ahead with the £250m project for a large office and conference centre in the centre of Edinburgh, blaming the conditions in the UK property market in general.

New national dance centre

A new national centre for dance in England is proposed under plans to redevelop a site owned by Thames Water in Islington, north London.

drawn up and are to be put to the local community for consultation. by Thames Water and the adjoining Sadler's Wells Theatre. One evolved before the theatre became involved, is for the refurbishment of the 1613-built 17th-century Thames Water property for offices, housing and a

Correction

The leader of the Staffordshire County Council is Mr Bill Austin and not, as stated in the Staffordshire survey that appeared in Wednesday's paper. Mr Mike Tappin, who is in fact chairman of the county council's Enterprise

BANK OF ENGLAND STATEMENT

Stable prices seen as major goal for EC monetary integration

proposals. Where Mr John Major, the Chancellor, spoke on Wednesday of a European Mon-etary Fund, the Bank's paper refers to a Hard Ecu Bank

The EC is committed to furthering economic and monetary integration of the economies of the member states. Stage I will not of itself secure full integration. Progressive seconomic integration beyond Stage I should be an organic, market-driven process, bringing with it a de facto narrowing of exchange rate margins. This organic process could be furthered by institutional steps.

Principles

inister ken

for developing the Communi-ty's monetary framework must, however, meet four principles. It must, above all, assist convergence towards stable prices. Success in achieving that will create the conditions for stability in exchange rates, and thus for locking of parities between the national currencies. The operation of new institutional arrangements should not produce any net addition to monetary expan-sion within the Community.

The second principle is that the new arrangements should be able progressively to exert pressure on National Central Banks (NCBs) to curtail their larly on those that are over-ex-

The third principle, reflecting the wider principle of subsidiarity, is that the choice of the means by which to respond to these pressures should remain, within Stage 2, fully with the NCBs.

The fourth principle is that

choices made by the public and the markets should play a cen-tral part in the evolution of the new mechanism, through their interaction with those managing the new arrangements in

The Hard ECU

The Hard ECU proposal represents one way these principles might be applied in practice, building on the existing EMS framework. In essence, the current ecu would be con-verted from its present form into a currency which, by definition, could not have its par-ity devalued in relation to any

Community currency.
The "hard ecu" would accordingly match the Community currency. nity currency which had the best non-inflationary performance, and hence the best-maintained purchasing power, at any point in time. Its exchange value in terms of national currencies would be guaranteed by the national central banks as the owners and managers of a new instituwhich would have sole responsibility for issuing the hard

A key element in ensuring the non-inflationary character of the scheme would be that each participating central bank would accept an obligation to maintain the ecu value of the HEB's holdings of its own currency. Thus any national central bank that allowed excess supply of the control bank that allowed excess the control bank that allowed excess the control bank that allowed excess the control of the cont supply of its own currency to develop, relative to the strongest national currency at the time and hence relative to the

The Bank of England yesterday issued the following amplification of Britain's "hard Ecu" hard ecu, would be obliged redeem the excess against hard currency. This would help redeem the excess against hard currency. This would help to ensure that the HEB did not validate at the Community lavel any excessive liquidity creation by an individual national central bank.

Over time, the new institu-tion could develop a capacity to exert somewhat greater downward pressure on liquid-ity creation within the Com-munity. This would be accom-plished by managing the interest rates on ecu liabilities so as to attract conversion so as to attract conversion from national currencles, thereby impelling national cen-tral banks to accompany their own responsive liquidity con-traction by corresponding interest rate management. The effectiveness of the mechanism would depend on two factors: first the extent to which the the hard ecu; and secondly, the extent to which the HEB was prepared to stimulate such

The latter would expose the HEB to some financial risk so that, initially, its managers would be subject to tight constraints as to the interest rates that could be paid on its hard ecu liabilities and the quanti-ties of national currencies that portfolio, rather than laying them back on national central <u>banks</u> against assets.

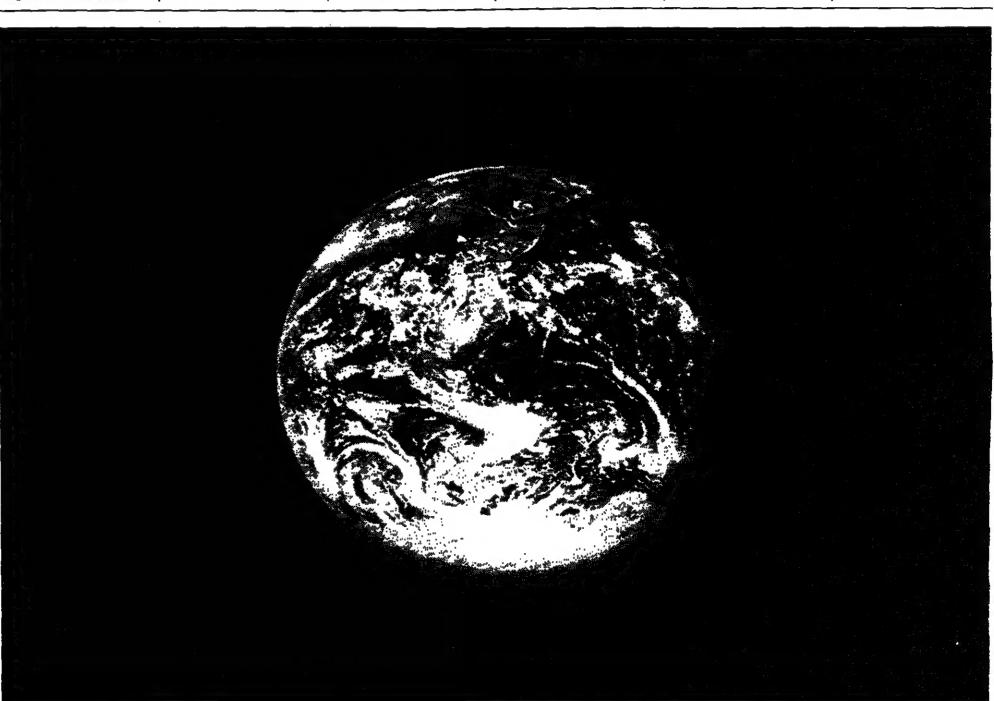
Long-term development of the system

of operating the new system grew and the hard ecu's repu-tation were consolidated, there might be more freedom to promote its circulation in place existing currencies. And in time, it could even develop into currency if that were the Community's chosen outcome.

That would, however, not be a preordained result. The point of the scheme is that, as the circulation of the hard ecu rose in relation to, and in substitution for, national currencies, it would provide a powerful lever for the extension of a collec-tively-agreed, non-inf lationary monetary policy among Mem-ber States, which would still retain responsibility for their own national monetary poli-

But the pace of the ecu's development would be determined by the interaction between judicious supply of hard ecus by the authorities and market demand for a strong common currency, in contrast to other schemes that foresee the transition to a single currency being determined purely by administrative fiat. It would thus satisfy each of the four principles outlined

one of the attractions of the hard ECU idea is therefore that its development would depend on whether it was accepted by the market. It would be a genu-ine evolutionary, market-based approach. It would avoid a sin-gle currency or a central institution being imposed on the Community before Europe's economy is ready for it, and therefore avoids the dangers of an activist approach. Equally, however, it would be possible that, if the hard ECU caught on, it could develop into a widely popular common currency used throughout the Community.



American Re's products and services are only available at the above location.

Today you need a reinsurer with financial stability, innovative products and services, and a strong international presence in order to respond to your clients' global needs. American Re has been in business for over 70 years, and we have offices in 23 locations worldwide staffed by local experts. We have the capability to create customized programs that keep you current in a changing world. Update your global strategy. Talk to American Re.



American Re Plaza, 555 College Road East, Princeton, NJ 08843-5241, Telephone 609 275-2000 dan - Cairo - Chicago - Columbus - Dellas - Hartlard - Kánass City - London - Los Angeles - Merbourne - Maxico Ç-ty - Minnaspolis - Montris Niger for - Philadelphia - Phinceton - Sen Francisco - Sahirago - Singapore - Sydney - Tokyo - Toronto

The British Press: a final chance to put its own house in order

THE UK press was yesterday given its final public warning that it has to rapidly put its own house in order if a system of self-regulation is to survive and not be replaced by a statutory framework of legislation.

The Calcutt Committee report on privacy and the press published yesterday argued that however vital freedom of expression in a democratic society all rights carried responsibilities especially when those exercising them had the potential to affect other people's lives.

The main recommendation of the report is the abolition of the Press Council, since 1949 the voluntary industry body dealing with complaints against the press and its replacement with a new Press Complaints Commission which would, at least to begin with be

a non-statutory body.

Mr David Waddington, the Home Secretary, said he accepted the main recommendations of the report wanring: "This is positively the last chance for the industry to establish an effective non-statutory system of regulation and I strongly hope that it will

seize the opportunity.

"If no steps are taken to establish a Commission the Government will set up a stat-utory framework taking account of the Committee's recommendation," the Home Secretary told the House of

Commons. Mr Simon Jenkins, a mem-ber of the Calcutt Committee and now editor of The Times, said yesterday he believed the report offered a pefectly acceptable workable framework for the continuation of self-regula-

The Association of British editors, however, described the report as "another turn of the screw against the free working of the press in Britain."

One national tabloid editor, who asked not to be named, said the report was " a living disaster " which would hinder investigative journalism.

The report itself contained a blunt warning for the British press. "It must now demonstrate that it can discharge its responsibility and that, through its own conduct and self-regulation it can command the confidence of the public. If it is not prepared to put and keep its own house in order, further legislation must fol-

"We consider it particularly important to emphasise the break from the past " the report says in seeking up a new body with the specific task of adjudicating on complaints of press malpractice.

The new Commission, which would have the sole task of adjudicating on complaints against the press would have to be seen as "authoritative, independent and impartial. "

The Commission would publish, monitor and implement a comprehensive code of practice for the guidance of both the press and the public - a code much more detailed than previous codes produced either by the Press Council or the combined editors of national news-

The Commission would have the right to say a complainant should receive an apology from a newspaper and even set the terms of such an apology. The Commission, which should be properly funded by the press, should also operate a 24hour hot line for people who believed, for instance they were about to have their privacy invaded or otherwise mis-

The Press Commission would have an independent chairman and no more then 12 members to be chosen by an Appointments Commission. Members would not be nomi-nated by newspaper industry bodies although the Calcutt Committee would expect the majority of the members to have expperience at the highest levels of the press.

Calcutt acknowledges that he is setting a stiff test for the press. If for any reason the Press Complaints Commission fails then the screw will be progressively tightened.

The first step would be to turn the Commission into a statutory body on the lines of

Latest news: a choice for the industry between voluntary and statutory reform

the Broadcasting Complaints Commission if maverick publications ignore its authority.

Calcutt goes further and rec-ommends that there should be two separate triggers for end-ing self-regulation of the newspaper and magazine industries and replacing it with a new statutary body chaired by a judge or senior lawyer sitting with two assessors - the Press Complaints Tribunal.

The first trigger would be a failure by the press to contain the press to contain the press to contain the pressure of the pre

failure by the press to set up and support a Press Com-plaints Commission within 12 months of the publication of

months of the publication of the Calcutt report.

The second trigger would be "a serious breakdown of the whole system of self-regulation which rendered the Commis-

sion ineffective." This could happen if there was a less than overwhelming rate of compli-ance with adjudications. A Tribunal, if one was

appointed would probably take evidence on oath, would have the power to award compensation, at least in cases of pri-

riom, at least in cases of privacy or inaccuracy.

Although proposing tough new systems of self-regulation, possibly to be followed by a statutory approach, Calcutt ruled out both a statutory right of reply and a statutory right of privacy.

Calcutt argues that an indi-

Calcutt argues that an indi-vidual who is the subject of a seriously inaccurate story should be able to seek a correction but that this is better dealt with through a code of

practice. The Committee was not convinced that it would be easy to decide whether a story was inaccurate under a speedy and informal procedure.

The Committee believed it was possible to draw up a tort on infingement of privacy but that on balance it would be better not to do so on the assumption that the improved scheme for self-regulation will be made to work.

The Committee does however make important recom-mendations for new laws to increase protection of the pri-vacy of the individual.

In future it should be a criminal offence in England and Wales to enter private property A person's personal life is seen as including matters of without consent to obtain per-sonal information for publica-

tion. This would include plac-ing a recording device. taking photographs or recording voices without permission on private property. Private property would include an individual's house and immediate gar-den but not adjacent fields or parkland. It would also cover hotel bedrooms and those parts of hospitals or nursing homes where patients are treated or

accommodated. Such physical intrusion could be defended if it was in order to expose, or prevent a crime or "seriously anti-social conduct " or to protect public health or safety.

The Calcutt Committee would also like to see any inconsistencies removed in the identification of minors in criminal cases and the extension of the prohibition on identifying rape victims to cover victims of sexual assaults.

• CALCUTT'S proposed

new code of practice for the press, written by Mr Simon Jenkins, a member of the committee and now editor of The Times, could change the face of Britain's tabloid newspapers if implemented and honoured.

The proposed code, much more detailed than any previous code, says that making inquiries about, or publishing details about, people's personal hives "is not generally acceptable."

health, home, parsonal religiouships and doughers intrusion can only be justified when exposing or detecting crime or other senously and social conduct, protecting pur lie health or safety or provent one public being mister by

action by the individual involved. individuals or organization should also be given "a prop tionate and reasonable opics. tunity to reply" to critations ...

about them.
The code details more explicit rules on discrimination and makes clear that news; pers should avoid prejudici, or pejurative references to person's race, colour, religion, sex or sexual orientation of any physical or mental illnoor handicap."

alleged inaccurações published

There is new protection pro-posed for the "recentle dead."Newspapers the proposed code says, should apply the same principles of area, racy, respect for privacy non-discrimination to stones

about people who have recently died as to stories about the living.

The first victim of such a code would be tabled stories. exposing the private in as, may tronships and sexual trienty tion of show business personal ities - the very staple of the circulation wars at the mas.

fust e scots to be offetent ScottishPower FUSED

Scottish electricity is an industry with a difference.

ScottishPower and Hydro-Electric, the two Scottish electricity companies, generate, distribute and sell electricity - all the way from the power station to the plug point.

In addition to both producing and supplying electricity we're quite distinct in other ways too.

We have the capacity to export electricity south of the border every day of every week. 52 weeks a year. Yet still cater fully for Scotland's needs. Our Scottish engineering and management skills are recognised throughout the industry and beyond.

And our diverse range of fuels - hydro, coal, gas, oil and access to nuclear - means that we are not reliant on any one source.

All things considered, at ScottishPower and Hydro-Electric, we have a great deal going for us. As time will tell.

City investors say quality of analysts' research is falling

By Richard Waters

THE number of investment analysts working in the City of London has fallen by just 5 per cent over the last year, to 1,900. despite investment managers claims of huge overcapacity.

The figure is contained in this year's annual survey by Extel Financial of investment managers' views of analysts, which is based on the views of

As in last year's survey. most of the institutional investors polied by Extel thought that there were at least twice as many investment analysts as needed and nearly half of the investors thought that the quality of the research produced is deteriorating - a familiar complaint in recent Despite these scathing find-

ings, and the withdrawl of some securities firms from the UK equity market, the authors of the Extel survey say that most analysts who have been laid off in recent months have found jobs in other firms. The survey was completed before the closure of Kitcat & Aitken. More bad news for the ana-

most managers reduced the number of securities firms which they use, and nearly half have increased the amount of in house research.

James Capel was ranked the top house by investors for the 11th year in succession, although some cracks appeared in the firm's reputation. Its

share of the total weighted

votes, though comfortably head of second-placed Warburg

Securities, fell over the year from 17 per cent to 15.6 per cent, and the majority of man-

agers said they thought that quality of its work was deter-The survey was carried out

before the rush of departures of highly rated analysts suffered by Capel this Spring, suggesting that its rating would be considerably lower if the cale case was repeated now

Analysts who are rated by the investment managers as the best in their sector, acc who have left Capel recently of are due to leave, include Total Corran (brewenes and statili eries), Simon Hayes tother industrial materials). Reclicia Dale (agencies), Terry Smith (banks) and David Poutner (merchant banks, and other financial companies).

These and other losses are expected to eradicate much if Capel's traditional lead over other houses. However, it was not become clear until next "stars" pushes Capel from the number one slot or whether strength in depth in its exist ing teams of analysis together with new recruits can keep a

Among the other leaders firms, Barciays de Zocte Week lost ground on Warberg, which had overtaken it to reach secwhile Kleinwert Benson Seca rities again jumped a place, leapfrogging URS Phillips & Drew to reach the fourth slot

Kleinwort, which was ranked only 10th five years ago, was highly regarded, with 91 per cent of managers saying that its research was improing. Also, investors believed that they were getting first sight of research produced by Kleinwort's analysis unlike Eleinwort's analysts research produced by Warburg BZW and P&D, which the managers believe is put at the Giv posal of corporate finance and market making activities before being released to inves-

US clashes with third world over funding for ozone protection

By John Hunt, Environment Correspondent

PROPOSALS to establish an aid fund to protect the ozone layer ran into trouble at an international conference in London yesterday when the United States clashed with rep-resentatives of third world countries.

A group of developing countries protested that the condi-tions which the US is trying to attach to the fund are completely unacceptable.

The US argued that as potentially the biggest donor to the fund it should have the biggest

share of the votes on the exec-utive council which will administer the money. It also wants a permanent seat on the council as of right. The fund would help developing countries obtain substi-

tutes for CFCs (chlorofluorocarbons) which thin the ozone layer. The ozone depletion results in increased ultraviolet radiation which can cause skin cancer and contributes to global warming.

The discussions are taking place at a conference on the Montreal Protocol, the international agreement to phase out CFCs and other ozone depleting chemicals. Ambassador Juan Mateos of

Mexico, speaking on behalf of a group of 77 developing coun-

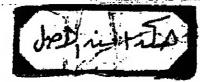
tries, flatly rejected the condtions laid down by the United States.

He said it was unacceptable that one country should have such an advantage over others. He wanted a strong democratic executive that could implement a multilateral fund. Another third world representative said the United States was taking a negative attitude

Ms Liz Cook, US ocone campaign director of Friends of the Earth, accused the US delega tion of arrogance and said it was frustrating the negotia-

The American administration has taken a very cautious attitude towards the fund in May it said that no new money should be given to it but later abandoned this position after it provoked international criti-

Yesterday US representa-tives at the meeting were still taking a very cautious line. They warned that any agreement on an ozone fund should not be taken as a precedent for the establishment of an international fund to prevent global warming. This would be 2 much larger and more complicated task than protecting the



order

Charles High Star

ors say analysts' falling Mathematicians will tell you that nine into seven won't go, that two and two don't equal five and that calculators never lie.

Obviously, no mathematician ever made a living as a property investor.

We property men have to stick together; we can't have cold, stark figures blunting our acumen.

Take a hypothetical example: you're into an investment property which your finely honed business nose tells you will be worth a packet in two or three years.

The only trouble is, right now the rent is only worth £X, and with the steep rise in interest rates, your

review - defer and accrue.

And, before you can put your finger on the fatal flaw, The Unpredictability of Interest Rates, I've solved it: you put into practice the CLP Defer and Accrue Plan WITH an interest rate cap.

It's a scheme of masterful simplicity: you fix a ceiling on the variable interest rate that you pay. If the market rates drop, so do your repayments; if rates rise, your repayments don't.

You can fix the cap ceiling at any level, from well below market rates (deep discount) right up to a level which simply protects you against future interest rate rises.

the higher you set the ceiling, the less it costs.

However, with a typically deft piece of CLP Creative Financing, we see that the costs come out of the funds allocated to the loan without materially affecting the day one advance.

And now that we've developed a special computer programme to enhance our ineffable skills, we can assess the exact plan you need with dazzling speed.

We are further turbo-charged by already having the support of some key property lenders for our plan.

And for all this skill and attention to detail we charge a fee of 1% of the

"£7 million rent will never cover a £9 million interest payment.



outgoings to service the loan are £Y and a bit.

In mathematical terms, not a goer.

In business terms, wait until the next rent review, see the rent reviewed upwards, and you can hang on to your little goldmine while you're piloting the Diablo down to Cap Ferrat.

You believe it to be a worthwhile business decision, if only you could hold on until the next rent review.

Whisper it softly: you can.

How? By applying a little formula of my own — let's call it Cohen's Theorem.

You roll up the interest shortfall until after that all important rent

The advantages make good reading for any aspirant millionaire.

By deferring and accruing, less of your money is tied up in one deal;

your cashflow still flows.

Unlike being locked into a fixedrate loan, there are no heavy "unbundling" costs if you decide to sell the property before the loan period is up.

And if you do self the property early, the cap can be transferred to other borrowings, or sold back to the money market (its worth depends on a combination of the cap level chosen and the cost of money at that time).

Naturally, it costs. And obviously

loan amount offered and accepted up to £5 million (and a half percent thereafter on an aggregate basis).

We have enough of a success rate, and more than enough schemes for different areas of property finance (including the famous CLP Mezzanine Finance Plan), to encourage over 90% of our clients to return.

If you need help to raise in excess of half a million pounds, ring me, Peter Cohen, on 071-486 0655 or write for our brochure quoting ref. DA/P to CLP The Property Finance Brokers Ltd., at 3 Mandeville Place, London WIM 5LB. (Fax 071-935 5489.)



MANAGEMENT

hree and a half years ago Deutsche Bank, West Germany's biggest bank and one of Europe's most admired finan-cial institutions, spent \$603m buying Banca d'America e d'Italia, (BAI) the 99-branch Italian retail banking subsidiary of the then-troubled Bank of America.

Since then, the Germans have made a string of acquisi-tions from Canada to Australia, culminating in last December's £950m purchase of Morgan Grenfell, the UK merchant bank.

But BAI was Deutsche Bank's first big foreign sally . and the first time any German bank had switched from the previously uniform policy of organic growth or consortium banking to acquisition as the way to expand abroad. Not all were convinced it would work.

Today the purchase is seen both within Deutsche Bank and among its competitors as one of the most clever of its many deals. With foreign banks scrambling to gain ground in Italy - and paying huge prices for the privilege -what seemed at the time like a king's ransom for a less than glittering bank now looks like a bargain

Not that Gianemilio Osculati saw it in such simple terms. For Osculati – former head of the European banking practice of consultants McKinsey, and who was originally hired by Bank of America for the top job at BAI in January 1987 but found himself becoming a Deutsche Bank employee instead – it was hardly plain

sailing. BAI's appeal to the Germans was its nation-wide branch network. Although spread thinly, it was well represented throughout Italy - a priority for any foreign purchaser in view of the Bank of Italy's then-strict ceiling on new branch openings and preference for maintaining a highly egmented banking market.

Indeed, BAI was one of a kind. Most nationally-represented banks are owned by the state and privatisation is not on the cards. The only two other private sector banks with national networks were Nuovo Banco Ambrosiano and Banca Nazionale dell'Agricoltura and both were problem-ridden and not for sale.

But despite BAI's geographical attractions, much ground had to be made up in terms of both products and investment. At the time of the takeover, the bulk of its business came from medium-sized companies, often of differing credit quality.

European banking

BAI gives a good account

Deutsche Bank's low profile approach towards the integration of its Italian subsidiary, which it bought for \$603m from Bank of America, is paying off, reports Haig Simonian

Banca

d'America

99

Bank representing a new

chance for the bank, particu-

larly in view of the former lack

of investment, there was sur-prisingly little anxiety about

ing the more easy-going Italian

"People were happy to have Deutsche Bank rather than Bank of America," he says. But

one key element undoubtedly

promoting harmony was the German bank's willingness to

Like Allianz, the big German

insurer which bought Riunione Adriatica di Sicurta, Italy's

third biggest insurance com-

pany, at about the same time, the strategy of keeping to the

sidelines appears to have born fruit. Deutsche Bank even shut

its own existing Milan branch

after the purchase, and trans-ferred hardly any of its Ger-man expatriate staff to its new

Even today BAI presents

itself very much as an "Italian" bank. While playing up the

German image when it comes to service and reliability, the Deutsche Bank relationship

remains discreet on buildings

The flow of new blood into

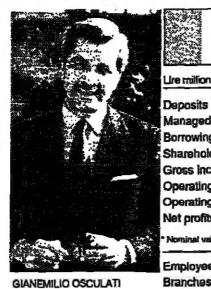
BAI was also eased by the bank's relatively old age pro-file, meaning that a number of staff slipped into retirement. Some others were probably

or stationery

keep to the background.

nanded Teutons disturb

100



		e d'i	talia		1-1-1
***	Lire million	1996	1987	1988	1989
	Deposits	3,691.9	4,061.3	4,418.9	5,293.8
	Managed funds*	2,275.0	2,821.0	3,700.0	4,732.0
	Borrowing by clients	2,448.9	2,912.6	3,672.8	5,518.6
	Shareholders' funds	411.3	446.1	483.6	531.1
	Gross income	349.8	398.1	454.9	521.6
	Operating costs	295.9	318.5	368.2	415.4
	Operating profits	53.8	79.6	86.7	106.2
	Net profits	1.3	35.2	37.7	47.5
Can Page	Nominal values, equitios ex	cluded			
	Employees	2,920	2,880	2,958	2,995

hotly pursued, while retail banking had been underplayed. Apart from its branches, BAI's main asset was its big franchise in Visa credit cards and a sizeable share in the then relatively small Italian consumer finance market. "The bank was living off the fruits of 20-year-old decisions to go into credit cards and consumer finance. Much of the rest was antiquated," says one

Osculati admits: "There was tremendous gap to recover between the quality levels of BAI and those of Deutsche Bank." Although hardly para-gons of efficiency today, BAI at the time lagged behind even the mediocre service standards to be found at most of its domestic rivals. Service was 'somewhat embarrassing.' Osculati agrees.

Deutsche Bank had two options: to "Germanize" BAI transplanting standard procedures and systems from Frankfurt; or to set standards for what a Deutsche Bank subsidiary in Italy should be, and leave BAI to achieve them. The Germans chose the latter. "We were totally free - to perform up to their expectations," quips

BAI's Italian management immediately set two yard-sticks; catching up with other

Ö

po o

S

domestic Italian banks, and then overtaking them to attain the quality demanded by the new German parent. Reaching those targets required substantial changes in technology, management and even modern isation of premises, all of which had been allowed to run down. Osculati identifies three distinctive stages in the recovery process: cost control and improving standards of staff; investment in technology and ranches; and building on its relationship with Deutsche

The year after the acquist tion was devoted to cost reductions and attracting new staff.
"We selected the best people available both in Italy and outside," he says. Reflecting his freedom to pick freely beyond the Deutsche Bank network, senior newcomers included a chief treasurer formerly heading that department at First Chicago in Geneva; a deputy chief executive who had been managing director of General Poods' Italian subsidiary; and a head of consumer finance taken from Citibank.

Friction from existing staff was minor, he claims. Foreign ownership meant the bank would remain isolated from the political considerations that can sometimes bedevil person-nel policy in state-owned Ital-ian banks. And with Deutsche reserved about the less voluntary departures. "These things happen silently, but they happen," he says.

While new staff are part of the picture - BAI has hired about 700 people in the past three years - investment in both buildings and technology has constituted much of the rest of its attempt to reach Deutsche Bank's benchmark. By 1989, spending on automation alone amounted to \$25,000 per employee - double the levels of two years earlier.

Apart from completely renewing its information system, the bank also doubled its spending on the physical appearance of its branches to make them more attractive to the increasing numbers of retail customers it hoped to attract. Earnings began to reflect the

change surprisingly 500n. Although most Italian banks had a poor year in 1987 com-pared with the previous year's boom, both BAI's net and oper-ating profits increased as the first fruits of its cost reduction programme came through. The rise was smaller in 1988, which bore the brunt of the investment programme, but the bank was back on course by 1989, with a rise of about 27 per cent in net profits of L47.5bn.

With the recovery phase wer. BAT is now aiming to can italise on its Deutsche Bank connection. Sophisticated trea-sury products like swaps, and ing services for top corporations, are two complemen-tary fields in which it believes it can develop a competitive edge, even compared to much

bigger Italian rivals.
"We can now develop a sig-nificant role in playing the net-work game," say Osculati. He haws attention to the fact that Italian banks have been slow to establish international branch networks outside the domestic market, while many have also lagged in developing the new lending products increasingly required by their big corporate customers.

BAI's shift of emphasis has involved a big switch away from the middle-market companies courted in the past. Although some 20,000 smaller company accounts have been

credits have been terminated. The change has involved "a massive re-training of account officers," who have had to become familiar with a range of new domestic and interna tional products for the bank's new target market, says Osculati. Drawing on Deutsche Bank's international network BAI has developed and marketed heavily services such as cash transfers for big compa-nies. We want to become the Hausbank for top Italian com-

retained, all the riskier small

nanies." be adds The bank's identification of treasury products like interest rate and currency swaps as important selling points comes at a time when big Italian companies have become more liquid, making them less dependent on traditional loans, and increasingly sophisticated in

BAI is already the domestic market leader in currency swaps, with over 10 per cent of the market, according to Osculati. It is climbing the ladder in the commercial paper market, and hopes to become the mar ket leader in interest rate swaps by the end of this year.

BAI also expects to play a bigger role in the Euromarket business in order to service the international funding needs of big Italian companies, which have been assiduous takers of Euromarket funds.

Responsibility for all Euro bond issues, apart from those in D-Marks, is currently cen-tralised at Deutsche Bank Cap-ital Markets (DBCM), the bank's London-based Euroman ket nerve-centre. However, BAI expects to play an increasingly important role in lira-denominated issues, where borrowers are either Italian in origin or international entities which keep in close touch with the Italian market. "The bank is

big enough to carry out the task," according to Osculati. "Quality" and stress on the longer-term are the unifying themes behind all its aspirations. Whether in corporate banking, treasury products or even consumer finance and credit cards - two inheri-tances from the "old" BAL which the new management has striven to enhance - the stress on quality is constant.

That contrasts with the tra ditional practice of Italian banks, with short-term solutions often gaining priority over longer-term judgements Osculati's message, which so far has gone down very well in Frankfurt, is: "Don't improvise. Don't just look at the short term. Serve customers well. Profit will follow."

Envy of W German financing unfounded

By Simon Holberton

hen British indus-trialists cast an envious eye in the direction of West Germany they frequently cite. with approval, the role the banks in that country play as providers of finance.

German banks, it is said, are the key source of finance for companies. This obviates companies from going to the stock market for finance: it makes companies less vulnerable to takeover, and it fosters a climate conducive to taking the "long term" view.

Industrial companies in Germany may well be able to take a long term view, but the German financial system, as a pro-vider of capital for industry, does not appear to be the reason for it. Research by Colin Mayer

and Ian Alexander of City University Business School, presented to the Centre for Economic Policy Research yesterday, suggests that in aggregate the sources of finance for UK and German industry is remarkably similar: little comes from either the bond or equity markets in either country. Banks in both countries are the main providers of external finance and, they conlude, there is no evidence that

bank finance has been greater in Germany than the UK. At the level of the largest, companies in both countries fund their investment through retained earnings and bank finance, except that the banks in the UK provide a greater proportion of finance for investment than do German banks. (German banks provide a bigger amount of finance to medium-sized and small companies.) In both countries the stock of equity has contracted. top companies in the UK and Germany have been net purchasers of equity, either through takeover or merger.

investment in both countries are remarkably similar, so to the percentage of post-tax pro-its devoted to investment. To major difference is in div dends. UK companies pay es far more of the post-tax profit in dividences.

Between 1982 and 1998 in th UK the percentage of post-to income paid out in the form of dividends rose from 28.5 pc cent to 31.5 per cent; in Ger many over the same period the dividend payout ratto ros from 15 per cent to 17.6 per

Mayer and Alexander's findings appear to confound some hypotheses in corporate finance. Close relations tween banks and companies such as exist in Germany ought to encourage the use of bank finance. The London stock market is well-informed about UK pic, thereby vitiat-ing, in theory, the need for companies to use dividends for signalling purposes. Yet, UK companies pay out a lot of cash

in dividends. To explain this conundrum, Mayer and Alexander suggest the answer lies in the nature of the "market for corporate control" in the UK and Germany. in the UK hostile takeovers are prevalent while in Germany. they are virtually unboard of They suggest that the threat of takeover encourages a higher level of distributions than;

would otherwise be the case.

German banks control a ke companies in German through direct stock ownership and as custodians of proris other investors. At the medium-sized level long-term bank loans are an important form of control as well.

Banks and securities miskets: corporate finance in furmany and the UK. Centre for Economic Policy Research, is-cussion Paper No. 433, 6, Deter of York Street, London, SVII

The sources of finance for	6LA.	1
Net Sources of Fina UK-West German		1
	Germany	UK
letzined profits	137.9	112.9
lew Equity	-10.2	-11.3
ledium and long-term loans	B.8	14.3
Short-term loans	-4.0	-25.6
rade Credit	-32.6	-9.9
Dividend pay-out ratio	13.4	30.9
nvestment ratio	75.2	78.0
Unweighted oversigns for the 77 immuni non- ergest nea-flowright companies in the UK.		

BUSINESSES FOR SALE

Artfibre Leisure Ltd. (In Receivership)

Chester, North Wales, Scunthorpe

The above company manufactures speciality children's playground equipment:

 Projected annual turnover £7m 180 employees

facilities in Scunthorpe, plus leasehold premises in Chester and North Wales. Established customer base in both public and private sector

Freehold manufacturing

For further details please contact the Joint Administrative Receivers: Allan Griffiths or David Rowlands, Grant Thornton Heron House, Albert Square,

Tel: 061 834 5414 Fax: 061 832 6042

Manchester M2 5HD

Grant Thornton

HANGAR 23,000 square feet

GLOS AIR LIMITED outh International Airport

Hangar to rent or lease for sale, together with Company, if required. Tax Loss could be available plus loan assignment from

> For further details apply Bamberg Group Limited. Telephone 0990 27711. Fax: 0990 291075. Telest: 849930 EAGLE G.

GROWING BUSINESS

The Financial Times proposes to publish a Survey on the above on

23rd July 1990

For a full editorial synopsis and advertisement details, please contact:

Antony Carbonari

on 071-873 3412 or write to him at: Number One, Southwark Bridge London SE1 9HL.

FINANCIALTIMES

Computer Engineers

CE-TECH PLC, HOUNSLOW, MIDDLESEX

The business and assets of the above specialised Computer Sales, Services, Brokers and Engineers are offered for sale by the Joint Administrative Receivers. The business specialises in Brokerage of IBM Communications equipment and subcontract computer engineering

Principal assets include:

- Turnover £5m p.a.
- Prominent market position Successful Dutch based subsidiary
- Modern testing equipment

Skilled workforce

For further information, please contact the Joint Administrative Receiver: Jason Elles, Ernst & Young, Apex Plaza, Reading, Berkshire RG1 1YE. Tel: 0734 500611. Fax: 0734 507744.

Ernst & Young

LADIES AND GENTS WORKWEAR MANUFACTURER

FOR SALE

The company is based in Lancashire with an annual turnover in excess of £1.5m per annum and the shareholders are wishing to dispose of their interest. The company owned 12,000 sq ft of modern premises is conveniently situated for the motorway network. Please write box H6387, Financial Times, One Southwark Bridge, London SE1 9HL

QUALITY JOINERY COMPANY EST 1907 W. Sussex Surrey E. Hants

T/O 300 K+ and growing 50K NP 29/90 3000 ft wishop 75K

FOR SALE

The business and assets, and undertaking of a medium sized typesetting company - turnover approximately £1.4 million Offers to

S.G. Banister & Company, 15 Golden Square, London, W1R 4DH. Telephone 071 437 0571, Fax 071 434 9153.

GARRICK

GIFT DISTRIBUTOR

We are retained to sell a well established Importer, Manufacturer and Distributor of quality gifts.

- * Turnover £4.6 million (Export
- Forecast PBTX in excess of £190,000
- Net tangible assets £800,000 Valuable licensing and agency
- Well known registered trade marks

Good management and excellent David Garrick 1 de Walden Court 85 New Cavendish Street London W1M 7RA

For further information

Tel: 071 631 0659 write to: JOHN POLMEAR Fax: 071 436 4311 SPECIALISTS IN ACQUISITIONS & DIVESTMENTS

A SMALL COSMETICS BUSINESS FOR SALE

Top quality product in the professional field. Turnover £200,000 p.a. Gross profit 80%. For further details, please write Box H6388, Financial Times,

One Southwark Bridge, London SEI 9HL.

RETAIL **OPPORTUNITY**

Two fully fitted retail outlets, in South West cities, long leases £10,000.

Principals only apply. Write Box H6391, Financial Times, One Southwark Bridge, LONDON. SE1 9HL

MAJOR VOLUME CAR FRANCHISE FOR SALE

Turnover £6.5 million Located in the Home Counties. O.I.R.O. £500,000. Write Box H6389, Financial Times, One Southwark

Bridge, LONDON. SEI 9HL

BUSINESS AND ASSETS

of solvent and insolvent companies for sale. Business and Assets.

Tel: 071-262 1164.

UK Structural Steel Business for Sale

An exceptional opportunity is offered to a continental company seeking to establish a foothold in the UK.

Principal features are:-

- Attractive modern building on East Coast of England with easy access to port facilities
- Annual turnover in region of £10,0 M
- A sound workforce

interested parties please write to: Box H6352, Financial Times, One Southwark Bridge, London SE1 9HL

Wholesale cosmetics company with £500,000 tax losses for sale.

Write to Box No. H6399, Financial Times, One Southwark Bridge, London SE1 9HL

BUSINESSES FOR SALE

Tuesdays, Saturdays and now FRIDAYS

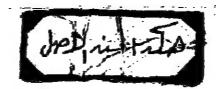
For further information please contact

> Gavin Bishop on 071-873 4780

> > FINANCIALTIMES

Sara Mason on

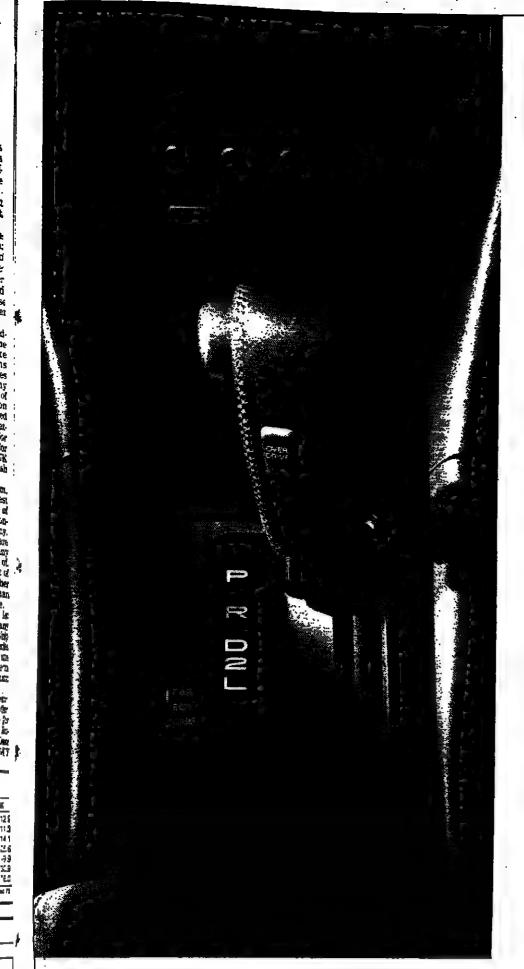
071-873 3308



erman ounded

e for investment

DAY JUNE 22 1990



You're about to witness a conversation between an automatic transmission and an engine computer. "Shift speed reached", the engine computer informs the transmission computer. "Proceeding to shift", the transmission replies. Immediately the engine computer reduces power output for a split second and gives the command, "Shift now." The transmission computer completes the shift and then advises, "Resume normal power."

THE STORY OF THE THAN SMISSION THAT TALKS WITH THE ENGINE.

While this continuous dialogue is going on, the driver is blissfully unaware of its benefits. "The four-speed automatic . . . shifts with the gentleness of a Lotus blossom in the wind", wrote a leading newspaper. It means that all 180 kW are brought into motion in an almost imperceptible way, even during dramatic transitions when Lexus accelerates from 0-100 km/h in 7.9 seconds or climbs to its maximum speed of 245 km/h.

The newly developed 4.0-litre V8 engine is able to generate this extraordinary power by using four valves per cylinder—two for intake and two for exhaust.

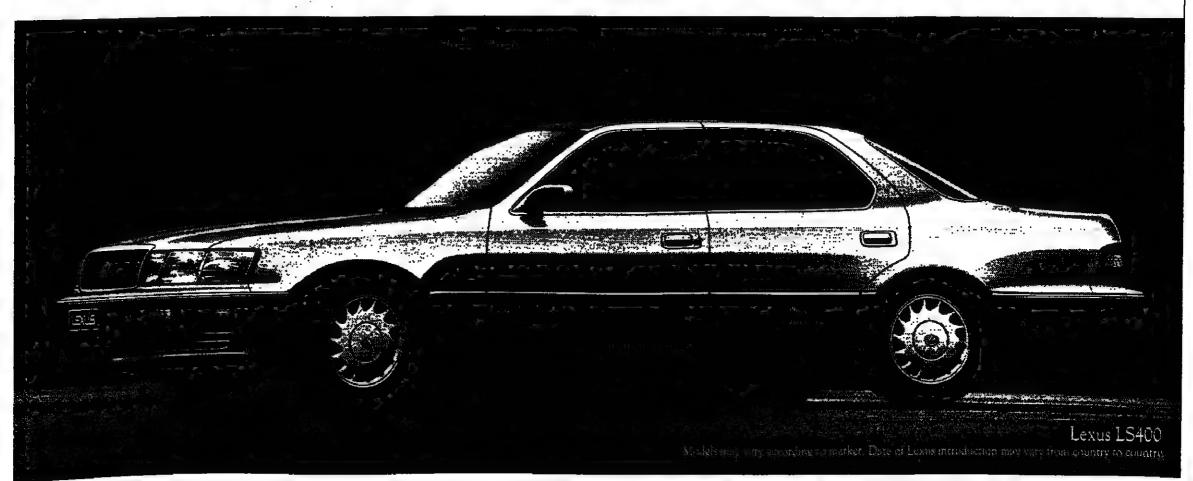
This results in deep easy breathing that both increases output and decreases fuel consumption. For smooth operation, aluminium valve lifters have been used to reduce valve train inertia, thereby all but eliminating noise and friction.

The new V8 engine, however, is only one example of the Lexus engineering philosophy: to develop a totally new automotive concept instead of reworking an existing one.

INSPIRED TO PERFECTION.

It led to the mobilization of Toyota's most talented engineers and designers, toward a relentless pursuit of perfection to create the world's most advanced high performance luxury car. A dedication to continually improve, perfect and never be satisfied. The result has turned another page in the history of the automobile.





effrey Grammer, managing director of east-ern European enterprises for a leading Silicon Valley chipmaker, returned from one of his recent trips to the Soviet Union with an unusual trophy - a Soviet built IBM-compatible personal

Shipping a personal com-puter from Minsk to Silicon Valley must be the 1990 equivalent of "coals to Newcastle". but the executive of Chips & Technologies, a semiconductor manufacturer that specialises in personal computer "chip sets", has used the Soviet computer to persuade colleagues that the Soviet Union offers exciting new business opportu-

While there are more than 30m personal computers in use in the US, estimates put the number in the Soviet Union at between 100,000 and 300,000. Most are imported "clones". although the Soviets are trying to build up their own production to meet the increasing demand.

The Soviet version of an "XT" class IBM personal computer does not look much like the desktop personal computers seen in the US or Europe. It is housed in a crude metal box about twice the size of most personal computers. Inside are five large circuit boards, each containing dozens of Soviet "clones" of US-designed semiconductor devices crudely sol-dered, apparently by hand. Two of the boards are popu-lated with Soviet-made 64Kbit D-Ram chips.

In contrast, US and Aslan built IBM-compatible personal computers usually contain a

While there are more than 30m personal computers in use in the US, estimates put the number in the Soviet Union at between 100,000-300,000

single, smaller circuit board and I Mbit D Rams that can hold 16 times as much data. The Soviet-built power supply is also big by modern stan-dards, about five times the size of the little metal box to be found inside a typical desktop personal computer. Disk drives are housed in a separate, equally cumbersome enclosure. per cent IBM compatible, says Louise Kehoe on the business opportunities which eastern Europe offers to semiconductor companies

The new frontier for western chips

Grammer, and he has not been able to make it work since shipping it to the US.

Although it looks like an antique, the Soviet PC was built in late 1989 and repre-sents the state of the art in Soviet personal computer man-

It demonstrates the computer technology gap between East and West, but is also testimony to the ingenuity of Soviet engineers. "You have got to give them credit. They produced this machine without the benefit of component manuals and in a very crude manufacturing situation," says Grammer

The Soviet-built personal computers are the only ones available to many Soviet university researchers and students, he explains. They can be purchased for rubles, whereas imported personal computers must be bought for bard currency."

Chips & Technologies, which has integrated all of the essential functions of an IBM-compatible personal computer on to a handful of integrated circuits, is exploring the potential for new business in the Soviet Union and in parts of eastern

Europe.

"There is a large potential market for personal computers in the eastern bloc. It may take years to develop, but we want to be in a position to partici-pate, however long it takes," says Gordon Campbell, Chips & Technologies' chairman and chief executive.

For Chips & Technologies, as well as for other US semiconductor manufacturers, the eastern bloc has until recently been a forbidden zone. Even personal contact with Soviet officials has been severely limited. That is beginning to change, as relations between

the two countries warm. Cypress Semiconductor, another growing Silicon Valley semiconductor company, hosted a visit by Soviet offi-cials earlier this month which culminated in an agreement to form a US-Soviet semiconduc-



built PC with a more compact and powerful western one

joint venture. Cypress is to tor joint venture. Cypress is to be licensed to use Soviet semiconductor process technologies as well as certain Soviet chip designs. Cypress will pay royal-ties to the Soviets.

Details of the arrangement have yet to be worked out, but Cypress is optimistic that it can blaze a new trail of collaboration between the US and Soviet semiconductor indus-

In a related move, Cypress is participating in a US-Soviet business consortium called Econotech, comprised of representatives of Soviet Ministries and Enterprise Groups as well as US industrialists aimed at developing business relation-

Cypress Semiconductor's aggressive approach to working with the Soviet Union is the exception, rather than the rule, in Silicon Valley. Other US chip makers are taking a more cautious approach. The immediate opportunities for sales appear limited, they

Export controls remain a major barrier to doing business in the eastern bloc, several

WITH RING ROAD

ATTACHED

One of the largest private ports in the South East of England. It's unaffected by tide, has roll on, roll off facilities and almost 1 million square feet of warehousing and storage in place. There is a railhead connecting into the

Now Purfleet Port is available for sale lock, stock and barrel, fully functioning and with an experienced workforce.

Just ring Edward Hawkins for further details.

DRIVERS

071-491 9731

PURFLEET. THE PERFECTLY PACKAGED PORT

ADJACENT TO JUNCTION 30 OF THE M25

entire British Rail network. The Dartford Bridge will further enhance its location.

industry representatives noted. "While personal computers containing our microprocessor chips can be exported to the Soviet Union, we cannot sell them the chips," noted a

US-Soviet trade experts also caution that there are many difficulties associated with doing business with the Sovi-

spokesman for Advanced Micro

"Over the past three years about 1,000 US companies have signed letters of intent to enter into joint ventures with Soviet entities," says Keith Rosten, managing director of the Accord Consulting Group of Mountain View California, and uthor of a recent study of US-Soviet joint ventures.

"But only approximately 140 have led to the formation of joint ventures of which only about 25 per cent have commenced operations," he continues. The vast majority of planned US-Soviet ventures fall by the wayside. This is particurly true in the case of hightechnology deals.

Dozens of US, European and Asian companies have signed

agreements with Soviet enti-ties to sell large quantities of take flight personal computers, but very few have been implemented.

AN AEROPLANE powered solely by the sun will attempt to fly across the United States next month to demonstrate the potential of a solar film technology developed by

The flexible Amorton film is just 0.12mm thick, and can be formed around threedimensional or curved surfaces. It will be applied to the Wings and tail of the Sun Seeker aeroplane to power an electric motor which will propel the one-man machine on the seven-day journey.

experts say.

Despite such problems, major US personal computer manufacturers are enthusiastic about the prospects for expanding their businesses into the eastern bloc as export controls are eased. International Business Machines recently won an order for 13,000 personal computers to be used in Soviet Potential uses for the film

Apple Computer is also takkeen interest in the Soviet education market and the company is putting together a network of local distributors. We will form joint ventures with local companies that understand the business environment," explains Kent Edquist, general manager for eastern Europe, "we will work with them to participate in building up the infrastruc-

A major difficulty is the Soviets' lack of hard currency.

The current economic and political instability has com-

pounded the problem accord-

ing to US high-tech executives.

The various Soviet Ministries

are signing agreements to pur-chase, for example, large num-bers of personal computers but

are competing among them-selves for a limited fund of con-

vertible currency. US trade

Hewlett-Packard, which has maintained a presence in the Soviet Union for the past 17 years, has already established a dealer channel for its pernal computers in the Soviet Union. Recently the company has expanded its Vienna sales office, which has primary

Dozens of companies have signed agreements with Soviet entities to sell large quantities of PCs, but very few have been implemented

responsibility for eastern bloc sales, and has added to its

Moscow stall.
Patience and a willingness to work with the Soviets as they attempt to build modern industrial infrastructure will be essential ingredients of success in the emerging Soviet market for personal computers and personal computer components, US industry executive

Solar wings

Sanyo, of Japan.

The film comprises layers of transparent electrodes. amorphous silicon and metal electrodes on a transparent, heat-resistant plastic film backing. A protective coaling is then glued on to both sides of the Amorton film.

are numerous: as a sall on boats; as a vest worn by hik-ers which can double up as a portable power pack; or for USE ON SECUMES. More down to earth is a UK development to hern

the sun's energy as it floods through the glass windows of office buildings.

Developed by Solaronics of Essex, the solar window uses transparent channelled plastic sheets which can be built into double glazing systems or the tinted glass walling common in many modern buildings. Running between the plastic sheets, manufacturered by GE Plas tics, is a water-based fluid which heats up both as the sun's rays pass through it and as heat from the building

The fluid is fed through a heat pump to provide space and water heating or air conditioning.

Compaq speed is of the essence

COMPAQ Computer, of Houston, this week upgraded its mid-range personal computers with new inptop and desk top models that incorporate a 20MHz version of intel's 86SX microprocessor, writes ouise Kehoe.

Compaq's latest laptop computer, the Compaq SLT 386s/20, is 50 per cent lester than personal computers built on the 16MHz version of the chip and nearly twice as fast as older 286 models. Almed at financial analysts, consultants and software developers, the new laptop is the

22 AUG 50

most powerful of its size Options include a 120 Mbyle or 60 Mbyte fixed disk drive. US prices are 57,459 (\$4,350)

and \$6,799. Compag's addition to its deskiop range is a workhorse machine for the office also based upon intel's 3865X chip. US prices range from 53,299 for a version with a single tloppy drive to \$5,299 with a 160 Mbyte fixed drive.

AN acrylic libre which can

prevent the build-up of dan-

gerous bacteria, and so will

be particularly useful in the

food processing and medical

sectors, has been developed

The material, called Cou-

tion of two metallic salls, one

other fungi. These are bound

Irtek M, contains a combina-

to control bacteria and the

into the the fibre matrix at

the initial production stage.

so that washing the labrics

does not flush out the salts.

the fibres will be mixed with

such as cotton, before being

made into clothing. A mix of 80 per cent colton and 20 per

cent Courtek M. say, would

used in food processing.

produce a suitable labric for

Another early application

is likely to be in filters for air

conditioning systems, to help

prevent outbreaks of disease

Magnetic power

attracts pollution

A HUGE magnet, built in the

save one of England's most

renowned beauty spots from

the ravages of pollution.
The beauty spot is Lake
Windermere, in England's
Lake District. The culprits are

algae, which thrive on the

phosphates in the lake that

breakdown of human waste

in sewage from the Ambles-

to destroy one of the lake's rarest inhabitants, the Arctic

and household detergents

ide sewage works.
The algae is threatening

Char, a fish which can be

traced back to the Ice Age. To tackle the algae North West Water is conducting tri-

als with a one-tonne magnet.

developed by Smit Nymegen,

The phosphates are treated

with a coagulant, which then

from the water.

appear as a result of the

Natherlands, is helping to

more traditional materials.

Courtaulds envisages that

by Courtaulds Research.

WORTH Acrylic fibre WATCHING repels bacteria by Delia Bradsham

sticks the chemicals to nelic substance, me which is fed into the four

iewage The water with its s phate and magnette are: then passed through a st magnetic field in the Jane the magnet, and the pt phate is attached fire a motal mesh, which is a larly clouned.

Sitting down on carbon fibre

FROM tennis rackets to semplanes, many industries here seen revolutionised by the Lite of advanced carbon in composites, writes Laura 3's: Now it could be the turn

of the furniture industry. Finnish furniture mus turer Martale, of Helpinki, fine developed a stackable chair with a frame made of a m layered sandwich of me beech and carbon libre. The layers are glued together and compressed, and then bent

into the required shape. As a material, carbon fibre is strong and elastic as well as extremely light. The Mark lets chair weighs only 2.7kg. and is much more reside

than il made of wood sions. The use of carbon fibre and wood materials is likely to.... be extended from chairs to office furniture, says Marte not only because of added durability and lightness, but because the amount of wood used can be reduced by 30 to 50 per cent.

The only drawback is that carbon fibre is expensive and Mariela's first chair, at £220, costs more than a compara-ble conventional chair.

Contacts: Sanyo: Japan, 68 891 1181. Solarunics: UK, 6631 772565, Compac US, 713 370 0679. Courteuida Research: UK, 0303 888771. Smit Nymogen: Metherlands, 80 500511. Mariela Finland, 0 56031.

CONTRACTS & TEMPERS

India for supply of the following stores: THICKER OPERING

NATURE OF EQUIPMENT

Tender documents containing detailed list of requirements and specifications can be had from the office of the Director of Purchase, Air Headquarters, Vayu Bhawan, New Delhi - 110 011 (Telex 31-65622) (Tel: 3017664/3011754) on payment of £10/- per sender by Demand Draft in favour of CDA(HO), New Delhi at State

July 90. Tenders will be opened at 1100 hrs on the due date. Only manufacturers who can offer stores with adequate guerantee and suitable approved certification, may seek tender documents. Copy of documents of Ministry of Defence or other authority approving quality standards and authorising issue of inspection

Tenders will not be considered if they are received late or if

CORRESPONDENCE/COMMUNICATION WILL BE DIRECT WITH THIS OFFICE IN INDIA AND NOT THROUGH ANY INDIAN

GOVERNMENT OF INDIA AIR HEADQUARTERS: INDIAN AIR FORCE TENDER NOTICE

On behalf of the President of India, Director of Purchase Air Headquarters IAF invistes sealed tenders on prescribed forms from manufacturers, registered with respective Ministries of

Bank of India, New Delhi. However, messages through telex may be sent in advance and payment may follow. Sale of tender documents will close on 10th

certificates for the range of stores offered is essential.

TAKE QE2 TO NEW YORK AND TAKE YOUR WIFE

For the price of a single cabin on QE2 to New York which includes a free air ticket the other way, Cunard will give you a cabin for two and two British Airways tickets for the return journey. Which means that you can share the style and luxury of QE2's 5 day transatlantic voyage with your wife, husband or friend at no extra cost. Prices start



from just £1,450 for two, and for a supplement of £725 per person you can even fly back i**personic on Concord**e For more details of our

exciting 'Take your wife free" offer see your travel agent or contact Cunard at 30A Pall Mail, London SW1Y 5LS or cali 071-491, 3930.

CUNARD



The FT City Seminar

Plaisterers Hall, City of London 9, 10 & 11 July, 1990

Speakers will include:

Mr Geoffrey Barnett The Panel on Takeovers and Mergers

Mr Mark Boléat The Building Societies Association

Mr John Footman Bank of England

Mr Michael Fowle KPMG Peat Marwick McLintock

Mr Michael J Fuller Midland Bank plc

Mr David Malcolm

Mr Nicholas Jones Lazard Brothers & Co., Limited

Royal Insurance Holdings plc Mr Tadashi Natori The Industrial Bank of Japan Limited

Mr Herschel Post International Stock Exchange

The Rt Hon John Redwood, MP Department of Trade and Industry

The Rt Hon John Smith, QC, MP Shadow Chancellor of the Exchequer

Mr Andrew Tuckey Baring Brothers & Co. Limited



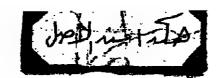
For information please return this agreetisement together with your business care to **Financial Times** Conference Organisation 126 Jermyn Street London SW1Y 4UJ

Telephone: 071-925 2323 Telex: 27347 FTCONF G Fax: 071-925 2125

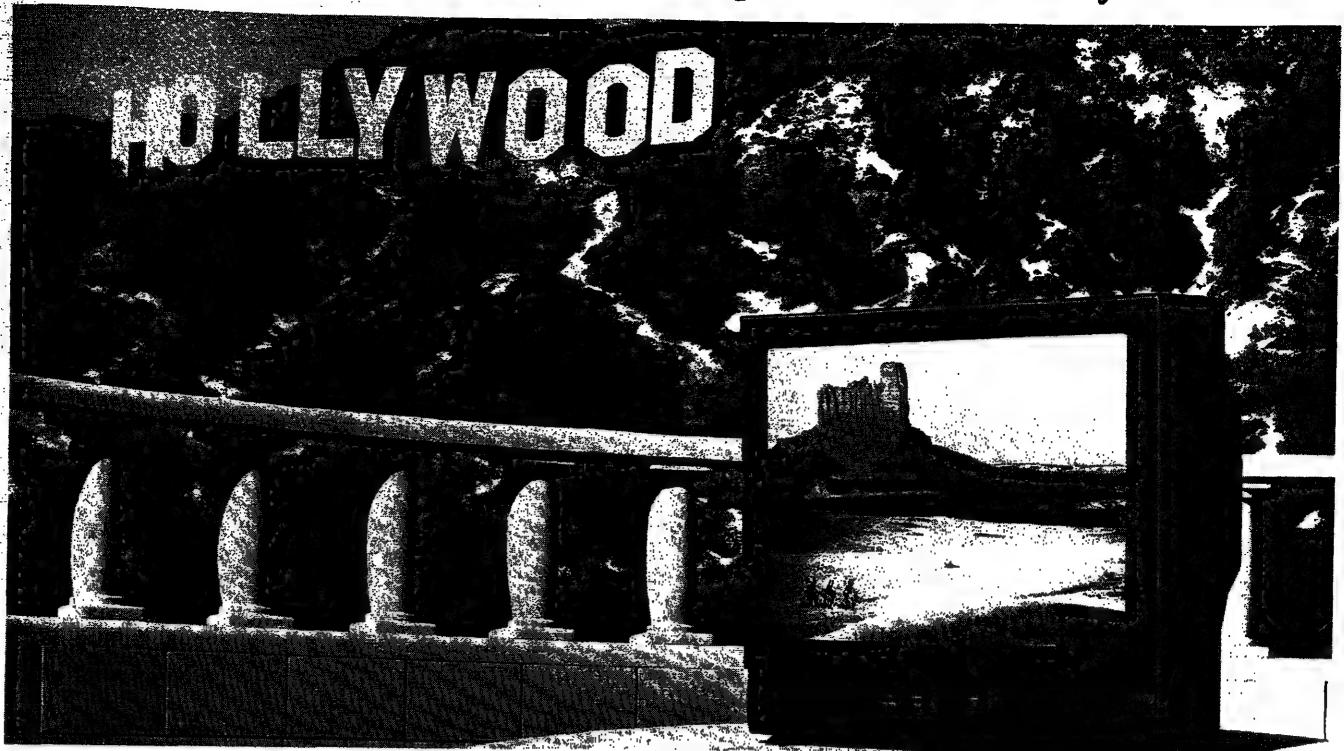
ORTH

ATCHING

itting town on arisen fibre



Northern Telecom helps bring the world to Hollywood.



And helps bring Hollywood to the world.

These days, anyone can get to Hollywood. One of the quickest ways is via Los Angeles International Airport. (LAX).

Of course, in such a busy place the need for effective telecommunications goes without saying.

The local phone company that services LAX, chose Northern Telecom's sophisticated telecommunications switching system.

With this they handle everything from airline scheduling to seat assignment. As well as servicing more than 60 businesses inside the terminal.

In fact, the system is ideally suited to a wide range of business and residential needs, having been designed to serve large metropolitan areas.

Away from Hollywood you'll also find us playing a major role on the small screen.

In France Canal +, the leading French Pay TV network, uses a Northern Telecom automatic call distribution system to welcome new subscribers.

This advanced telecommunications system handles over 150,000 calls a month, providing services to nearly 3 million existing subscribers and communications between Canal +, and its nationwide network of retail distributors. It also supports telemarketing promotions, and provides a reservation system for live performances.

Just two of the ways in which our advanced telecommunications products are helping people in more than 100 countries worldwide.

Can we help you?



R.C. Luxembourg B 24400

NOTICE OF THE ANNUAL CENERAL MEETING OF SHAREHOLDERS

The Annual General Meeting of shareholders of NITFON WARRANT FUND, SICAV will be held at the registered office in Luxembourg, 14, rue Aldringen, on Friday, 6th July, 1990 at 11.00 a.m. with the following agenda:

- 1. To hear and accept: a) the Management Report of the Directors.
 b) the Report of the Auditor.
- To approve the Statement of Net Assets and the Statement of Operations as at 31st March 1990.
- To discharge the Directors and the Auditor with respect to their performance of duties during the year ended 31st March, 1990.
- 4. To elect the Directors to serve until the next Annual General Meeting of
- 5. To elect the Auditor to serve until the next Annual General Meeting of

The shareholders are advised that no quorum for the statutory general meeting is required and that decisions will be taken by the majority of the shares present or represented at the meeting.

A member entitled to attend and vote is entitled to appoint one or more proxies to attend and on a poll vote instead of him. A proxy need not also be a member of the Corporation.

To attend this Annual General Meeting of shareholders of 6th July, 1990 owners of shares should have their names recorded in the company's register of shareholders two working days prior to the Meeting and owners of bearer shares will have to deposit their shares two clear days before the Meeting with the following bank who is authorized to receive the shares on deposit:

BANQUE GENERALE DU LUXEMBOURG S.A. 14. RUE ALDRINGEN, LUXEMBOURG.

The Board of Directors

To the holders of 9% per cent. Convertible Unsecured Bonds due 1999 of Anglo Group PLC

ANGLO GROUP PLC Proposed disposal of Anglo Lessing pic

Anglo Group PLC ("Anglo") has, by notice dated 20th June. 1990, convened an Extraordinary General Meeting to be held at 10.00 a.m. on 6th July, 1990 at which a resolution will be proposed to approve the disposal by Anglo of Its interest in

Copies of the circular to Anglo shareholders relating to the disposal may be inspected at or obtained from Anglo's registered office, Anglo House, 2 Clerkenwell Green, London ECLR ODH; the principal office of the Trustees of the Convertible Bonds. The Law Debenture Trust Corporation p.l.c., Princes House, 95 Gresham Street, London EC2V 7LY, and the offices of the Paying and Conversion Agents: Hambros Bank Limited, 41 Tower Hill, London EC3N 4HA: Morgan Guaranty Trust Company of New York, Avenue des Arts 35, Brussels B-1040, Belgium; and Kredietbank S.A. Luxembourgeolse, Boulevard Royal, L-2955 Luxemboure.

SMOKED DAMAGED QUALITY OFFICE FURNITURE FOR SALE In Office Limited, as a favour to one of our corporate elsents purchased half a million pounds worth of smoke demaged stock pounds worth of knoise cameger accu-which has now been completely restored to its organisi condition. If you are in the market for quality offices furniture at clearance prices, piesse contact in Offic Limited, for further details. Also aveiable

In Office Limited 15 BELL LANE LONDON NW4 28P TEL: 081 203 4000 FAX: 08: 203 5701

BUSINESS SOFTWARE

A selection of software packages to suit your business needs appears every Saturday in the WEEKEND FT.

Order your copy today

COMPANY NOTICES

De Beers Consolidated Mines Limited

The opposite the Republic of South African Responsible to 17,2007 25 NOTICE TO HOLDERS OF 40% PREFERENCE SHARE WARRANTS TO **BEARER PAYMENT OF COUPON NO. 162**

Vidt. relationar to the notice of declaration of divider discretised in the Pross on 23th May 1990, the following information is published for holders of share warrings to begin in the goldened choice flam (PETO) on share man declared in South African currently South African non-instance share with the deducted from the choice of the ch

buidend pay-ible in respect of all sharn worrars coupens traverg a not dividend of 86.50 The existent on bearm chains will be paid on or after 7th August 1990 against surrender of output No. 162 detached from share warrants to bearer as under

(a) At the offices of the following continental paying agents: L'Europagnne de Banque Banque Bruvelles Lombert Generale de Banque 24 Avonuo Mainis 3 Montagne de Parc 1000 Brussels 1050 Brussels 75428 Paris Crudit Suisse Paradeplata 6 8021 Zunch Union Bank of Switzerland Swiss Bank Corporation Istrasco 45 1 Auschonvorslagt 4002 Basie 8021 Zunch

Rangue Internationals a Ligarithourg S.A. 63 Route & Esch

2953 Lu rembourd Paymonts in cospect of coupons lodged at the offices of a communital paying agent will be made in South African currency to ain authorised dealer in Archango in the Ropublic of South Africa nominated by the confirmental paying agent firstructions regarding disposal of the proceeds of the payment so made can only be given to such authorised dealer by the

(b) Al Barclays Bank PLC, Stock Exchange Services Department, 54 Lombard Street, 115 Gracechurch Street Entrancel, London, EC3P 3AH Unioss persons depositing coupons at such office request payment in rand to an address in the Ropublic of South Atrica, payment will be made in United Kingdom currency either.

 in respect of coupons lodged on or prior to 31st July 1990, at the United Kingdom currency equivalent of the rand currency value of their devidend on 2nd July 1990, or is in respect of coupons lodged atlar 31st July 1990, at the prevailing rate of evichang on the day the proceeds are remitted, through an authorised dealer in exchange in Johannesburg to the Stock Exchange Services Department of Barchys Bank PLC

Coupons must be left for at least low clear days for examination and may be presented any weekday (Saturday excepted) between the hours of 10 00 a.m. and 3 00 p m. United Kingdom informs tax will be deducted from payment to any person in the United Kingdom in respect of coupons deposited at the Slock Euchange Services Department of Barcays Bank PLC, unless such coupons are accompanied by thland flevenue represedence declaration forms. Where such deduction is made, the net amount of the dendend will be the United Kingdom currency equivalent of 75 cents per share arrived at as

Carits Per Share Amount al dividend tectared Less: Sauth African non-resident Shareholders' (27 4) 13 80% 100 00 66 60 Less. U.K. income lax at 11.50% of the gross amount of the dividend of 100 cents. 11 50

ANGLO AMERICAN CORPORATION OF BOUTH AFRICA LIMITED

Landon Office: 40 Holbom Vie

allowable as a credit opanist the United Kingdom to payable in respect of the dividence. The deduction of tax at the reduced rate of 11.5% instead of the basic rate of 26° its an allowance of credit at the rate of 13 5%

DeBeers

75.GO

ART GALLERIES

WALPOLE GALLERY

38 Dover St. W1 071 499 6626. VENETIAN BAROQUE AND R O C O C O PAINTINGS 1650-1800.

Until 21 July. Mon-Fri 10-5.30, Sats 10-1.

ADVERTISE YOUR HOUSE IN **FULL COLOUR**

every Saturday in the Weekend FT. To find out more call Lesiey Proctor on 071 873 3591.

FT LAW REPORTS

Bank collects coffee price

ED & F MAN (COFFEE) LTD v MIYAZARI SA COMMERCIAL AGRICOLA AND OTHERS Queen's Beach Division (Commercial Court): Mr Justice Potter.

June 7 1990

A BUYER who is contractually bound to pay the purchase price for goods to the seller's collecting bank against presentation of shipping docu-ments only, will not be deemed to have paid against bills of exchange referred to in the bank's collection letter if they are never physically presented and if he has no knowledge of any agreement under which he has been named

MR JUSTICE POTTER so held on a preliminary issue in garnishee proceedings by the plaintiff, ED & F Man (Coffee) Ltd, Bank Mees & Hope NV. second defendant to a claim against Miyazaki SA Commercial Agricola, Banco Bradesco SA intervening.

HIS LORDSHIP said that Man obtained judgment for \$270,000 awarded against Miyazaki on August 1 1989 in an arbitration arising out of three contracts of sale repudiated by Miyazaki. Miyazaki was now in receiver-

ship in Brazil Man sought to enforce the judgment by garnishee pro-ceedings against the bank. The funds sought to be garnished represented the purchase price paid by Man for 2,200 bags of Brazilian coffee sold to it by Miyazaki under contracts made on August 11 1988.

On January 9 1989 Man paid the \$297.823 purchase price to the bank. Just before payment Man issued Mareva proceedings. An injunction was granted in aid of execution, freezing the purchase price in the hands of the bank.

Man contended that the fund represented the purchase price paid against shipping docu-ments which the bank had for-warded to Man prior to ship-ment. It said it was held by the bank as collecting bank to the order of Miyazaki and was therefore available to be frozen as part of Miyazaki's assets.

The intervenors, Banco Bradesco, were a Brazilian bank which contended that the fund belonged to them, and was held by the bank to their order.

They alleged there was an assignment of the benefit of the sale contracts by Miyazaki to Bradesco under a pre-financing agreement made in Brazil before the sale contracts were made. Man contended there was no assignment. That issue fell to be decided in accordance with Brazilian law.

Bradesco contended they had a right to the fund under English law, irrespective of the question of assignment. They alleged Man's payment was not simply payment of purchase price against shipping documents but was made against two bills of exchange drawn by Miyazaki on Man in favour of Bradesco and presented to Man for payment by the bank as Bradesco's collecting agent at the same time as it forwarded the shipping documents.

On the present preliminary issue the question was whether the January 9 payments by Man to the bank, were made to the bank on Bradesco's behalf as a matter of English law against the bills of exchange. The question depended

entirely on the character of the payment as between the bank and Man. The position between the bank and Bradesco once the fund had been paid over by Man was not a matter for con-

The sale contracts were for 1,100 bags of coffee and provided for cash payment "against full set of clean on board shipping documents on first presentation". Bills of lading were signed for the ship and endorsed by Miyazakı as shipper, It appeared that Bradesco advanced the money to Miyazaki under the pre-finance ing agreement and then took possession of the bills of lading in protection of their interest. On December 14 unknown to Man, Miyazaki drew two bills

of exchange for \$148,911 payable at sight to the order of Bradesco "against 1,100 bags of coffee". Man was named as drawee. The drafts were received by Bradesco and endorsed to the bank for collection. Bradesco forwarded the drafts and documents to the bank. The instructions were "deliver_documents against

So far as English law was concerned, as between the bank and Bradesco, the bank was in possession of the two drafts and shipping documents as Bradesco's collecting agents. On receipt of the instruc-

tions and documents in London, the bank forwarded to Man two standard form collection letters which referred to a "draft amount: \$115,911" stated "we have received the following documents drawn on yourselves for collection" it indicated enclosure of a draft. The documents enclosed were

No draft was included. Man paid against physical presentation of the shipping documents as specified in the contract of sale, not against presentation of the drafts. Those remained remained in

the shipping documents on.

the bank's possession Mr Poppleweil for Man sub mitted there could be no question of Man's having made the payment in discharge of the

His said that whatever the terms of the collection letter. the drafts were not included and hence were never preented by the bank to Man for acceptance, so that at the time Man was ignorant in their form thever having seen unganals or copies), and should not be regarded as accepting hability under them.

He relied on the provisions of the Bills of Exchange Act 1882 that an acceptance must be written on the bill and signed by the drawie (see sec tion 17 and section 19(1) and (2), and that physical presentanon for payment was obligatory (see section 52(4).

He submitted that those provisions made it clear there was no acceptance and, that being so, there was no room for an argument of "deemed acceptance", bearing in mund that Man was bound by the contract to make payments against the shipping docu-

ments presented. Mr Simon for Bradesco argued that it was not necessary for him to show that Man subjectively intended to accept liability in respect of the drafts, because it must be taken to have done so in the light of its having dealt in the documents and having made payments to the bank under and/or in response to the terms of the collection letter. He relied on Midland Bank

1962) I Lloyd's Rep 359. There it was made clear that where a bank held documents which it submitted with a collection note to buyers to be held in trust unless and until payment to the documents was suffi-

cent it fould the existence of a contract between bank and buyer on the terms of the col-

feetir n. note. He said first Man, by makingpayment under releivnes to the collection letters, must be taken to have accepted and/or to be bound by their term's and that since these terms. projuded reference to the drafts and their having been drawn on Man "for collection", payment must be construed as having been made against the

trafis. That submission stretched the authority of Mulicul Bank further than its ferms or con text warranted. While the decithere was a contract on the terms of the collection note, the contract concerned documents physically delivered none of which was a bill of exchange. No question arose for decision as to the patters or effect of the contract in respect of documents not in fact delivered and or converted.

in the present case, the question was whether by reason of the terms of the collection letters, which plainly anticipated collection incurst drafts as well as the documents, the court was obliged to hold that Man's payment was made in-must be deemed to have been made) on or against or in dis charge of drafts which were never presented to Man for

acceptance or payment.
Given the fact that the druft had been deliberately withheld hy the bank, which was apporently content to accept pay ment against delivery of shipping documents only: given that Man was only contractly ally bound to make payment against those shipping documents: given also that Man was unaware and was nut informed that the bank was acting as other than collecting agent for Miyazaki, there seemed no good ground for inferring that Man made payment on or against the drafts.

The question on the prelimi nary issue was answered in the negative For Man Andrew Poppiewell

Ance & Cal For the bank: Mark Phillips (Norton Rose) For Bradesco Percyrine Sanan (Clare & Ca)

Rachel Davies

HEN you first handle a Patek Philippe, you become aware that this watch has the presence of an object of rare perfection.

We know the feeling well. We experience it every time a Patek Philippe leaves the hands of our craftsmen. You can call it pride. For us it lasts a moment; for you,

a lifetime. We made this watch for you - to be part of your life - simply because this is the way we've always made watches.

And if we may draw a conclusion from five generations of experience, it will be this: choose once but choose well.

A Patek Philippe because it's for a lifetime.



PATEK PHILIPPE **GENEVE**

Exclusive Patek Philippe showroom, 15 New Bond Street, London Asprey & Co Ltd. 165 New Bond Street. London Garrard & Co Ltd 112 Regent Street, London George Pragnell Ltd. 5 Wood Street, Stratford-upon-Avon Watches of Switzerland Ltd. 69 Brompton Road, Knightsbridge, London Watches of Switzerland Ltd. 22 Royal Exchange Threadneedle Street London

Watches of Switzerland Ltd. 500 Oxford Street. London Watches of Switzerland Ltd. I Old Bond Street, London Hettich Ltd. 1 King Street Tersey Channel Islands

THE FOCAL POINT FOR TAX EFFICIENT INVESTMENT

For all international investment advisers, OFFSHORE ADVISER is essential reading. And it's FREE every month.

Written exclusively for the professional who selis financial products. OFFSHORE ADVISER takes the lead as the journal of sound advice and accurate reporting

Published by the Financial Times, OFFSHORE ADVISER inherits all the journalistic skills and authority of its parent paper.

In an industry where the European single market is already becoming effective, OFFSHORE ADVISER leads the way. The implications of Ucits schemes and the key issues of tax efficient offshore investments are among the subjects in focus.

If you are not receiving your free monthly copy of OFFSHORE ADVISER, just complete the coupon, attach it to an item of company stationery and send it to the address below.

> The Circulation Manager, Offshore Adviser 91 Charterhouse Street, London EC1M 6HR, England

A FINANCIAL TIMES PUBLICATION Nature of Business

Please send me a FREE copy of OFFSHORE ADVISER each month

IZMIR

The Financial Times proposes to publish this survey on: 19th July 1990

For a full editorial synopsis and advertis

or in Turkey:

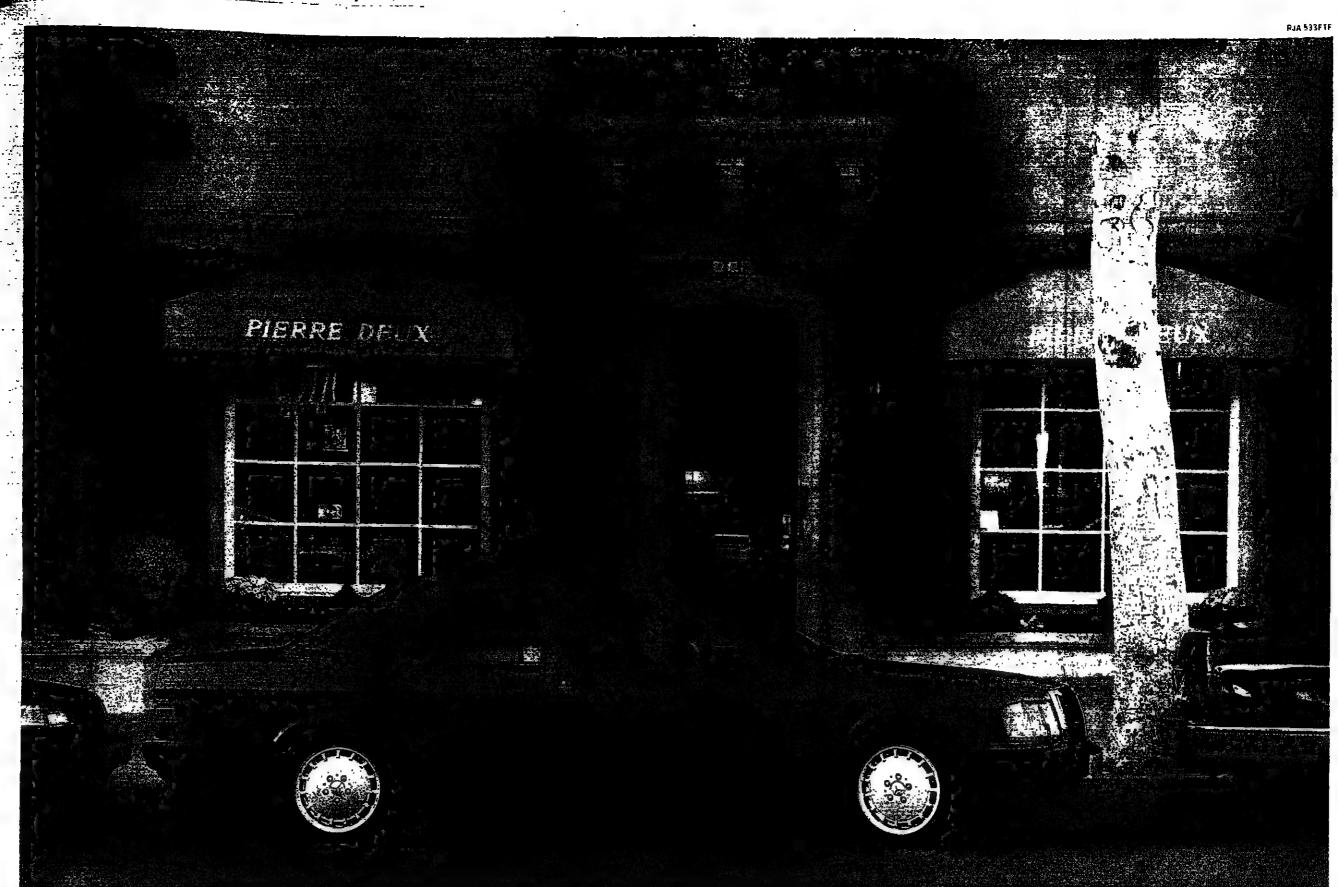
Ciro Costante Tel (1) 1792648 Fax (1) 1641761

FINANCIAL TIMES

PANAMA

remains the best and most efficient tax haven म्बोद्धाः व्यवस्थानस्य अस्तं कर कार्य क्षेत्रं कार्यः क्षेत्रं स्थानं अस्ति स्थानं स्थानं स्थानं

"International Business & Law Consultants" C. Box 4019, Panama 1, Panama Tulefax (307) (307) (307) (307)



190 series prices from £15,190 (correct at time of going to press; excludes delivery, road tax and number plates)

Congratulate yourself. As the nose of your new 190E 1.8 tucks behind the car in front, you may just have performed the neatest parking trick of your driving career: slotting into a space that would have felt too tight in a less thoughtfully designed car.

ing down on Jun fibre

> Table Table Table Table

> > ್ ್ವರ್ ರಾವಾಕ್ಟ್ ್ಲಿಂಗ್ ಸಹೀಶ ತಡ

> > > But you've pulled it off because allround vision in the Mercedes-Benz 190 series is
> > > as unobstructed, clear and helpful as you would
> > > wish. Your driving position, so carefully tailored
> > > by the ergonomic engineers at Mercedes-Benz,
> > > allows you a finely judged feel for the extremities
> > > of the bodywork.

PERFECTLY CALIBRATED CONTROLS

You're helped, too, by precisely weighted power steering. It feeds you all the assistance you need to manoeuvre effortlessly, but never feels artificially light.

And this fine-tuning of all the car's responses, so familiar to drivers of other Mercedes models, is your inheritance, too, when you order a new 1.8-litre 190E: the rock-solid 'thunk' as you close the precision-made doors; the quiet, absolutely rattle-free interior: a history of safety engineering that is the standard for the rest of the industry; a seven-layer rust-protection and paint process that will preserve the car throughout its lifetime.

The only time city driving. But many cars feel small in traffic simply because they are small. The real trick is to feel substantial on the open road as well.

feels small





ENGINEERED LIKE NO OTHER CAR
IN THE WORLD

These, among other qualities, make a lastingly faithful companion of the new I.8-litre 190E, a car that feels especially relaxing during nip-and-tuck city driving.

feel substantial on the open road as well.

And cruising serenely at 70mph on the motorway in any of the six 190-series models, you'll find additional reasons to be grateful for the precision of Mercedes-Benz engineering.

WIDER ENGINE CHOICE

Like the other petrol-powered cars in the broader-based 190 series, the 1.8 is fuel-injected, which promotes easier cold starting and smoother running. This new car, developing 109bhp, is more powerful and more accelerative than the car it replaces and, like the 2.0-litre and 2.6-litre models, it can be fitted with a three-way catalytic converter as an optional extra.

If you run a company car, the 190E 1.8 is particularly attractive. You can specify generously from the factory options list, and still avoid the lowest of the purchase price tax break ceilings. About as satisfying an exercise, in fact, as threading yourself into a parking space that would have been too much of a struggle in a lesser car.

Terminal assets with a long-term future

By Nick Bunker

s befits a former finance chief at Hammerson, Mr Nigel Ellis wants outsiders to see just how rich a store of airport real estate there is at BAA, the world's leading airport group. The figure, unveiled on Monday by BAA with its annual results, sounded simple enough.

According to Mr Ellis, BAA's finance director since 1988, BAA's airport assets - including Heathrow's four terminals, and the world's largest duty-free shop – are worth a cool £3.96bn. Behind that simple number, though, lie three years of hard work. The most innovative feature of the exercise was an attempt by Drivers Jonas, BAA's external chartered surveyors, to place an open market value on its prize

possession, its terminals.

A year before BAA's privatisation in the summer of 1987, Debenham Tewson & Chin-nocks, the estate agents, had valued the group's freehold property and land, while another firm, WT Partnership, had totted up the gross replace-

ment costs of the airport build-ings and runways. Nobody, however, had tried putting a full open-market valuation on the 5.83m square feet of termi-nal buildings, including 611,000 square feet of shops. The best measure of the importance of the task is the scale of BAA's commercial income - £269m last year - the lion's share of

it from retailing.
But under the Companies Act, BAA's directors had a duty to keep shareholders informed about how its asset values were changing. "At flo-tation, the City of London really wanted a figure for underlying asset value," says

Another factor was BAA's capital expenditure pro-gramme: £248m in 1988-89, ris-ing to £375m last year, with close to another £15m expected between now and 1996, including hefty sums at Stansted and

With BAA's borrowing needs rising, putting a value on the terminals was a way of giving potential lenders an apprecia-

CAPITAL VALUE (% change)								
	Retall	Office	Industrial	All Property				
Year to April '90	-1.4	+7.4	+ 12.5	+4.1				
Quarter to April '90	-1.4	-1,7	-1.2	-1.5				
Month of April '90	+0.2	-0.3	-0.3	-0.1				
		Şor	rça: investment	Property Databani				

tion of what the company had behind it. So the commitment was made in 1987 to a threestage valuation: land on airmeeting pension liabilities. port fringes in 1988, investment properties such as hangars and offices in 1989, and lastly the "operational" land in 1990. Hence BAA emphasises that the valuation was prompted by the appearance of Mr Michael

Ashcroft's ADT group as a big, and possibly predatory share-holder in the company last year. ADT only popped up pub-licly on the share register eight months ago, by which time Drivers Jonas was already hard at work. Not that the valuation of the terminals was straightforward.

Problem one was to determine whether the exercise made sense, given the fact that nobody (BAA thinks) has ever bought or sold an airport terminal in the UK. Fortunately, there were pre-cedents in North America

where, unlike in Britain, air-lines can own their terminals on long leases from citles and public authorities. When times are hard in the industry, sales and leasebacks of buildings are and leaseacks of tellulings are a tempting mechanism for pumping up cash flow. "There is an emerging market for air-port facilities." Mr Ellis says. The most widely publicised case was in August 1989, when Pan Am sold to its own pen.

Pan Am sold to its own pen-

sion funds its lease on the Worldport terminal at New York's JFK airport, as a way of

BAA also tried testing the market in the UK, by sounding out institutional investors as to whether they would be interested in buying a long lease on a terminal, as an investment akin to a shopping centre. The added attraction would be an income stream from airport terminal retailing geared much more to the world economy than to domestic UK

"We got the impression they would jump at it," Mr Ellis says. He stresses, though, that BAA has no actual intention of selling anything at all. "It's very much a could, rather than a would," he says. So in its annual report and accounts BAA will give the valuation in the directors' report, but leave it out of its official balance

With theory out of the way, the real problems started, of finding a present value for the current and future income BAA can expect. These include rents (mostly made up of a basic rent, plus a percentage of turnover) from fixtures as diverse as check-in desks, office space inside terminals. car-hire kiosks and short-term car parking, the duty-free shops run mostly by Trusthouse Forte and Allders Inter-national, and the retail concessions such as Harrods, W.H. Smith, and Burger King.

Here, the comparison with the value of a shopping centre becomes complicated first because the retailing outlets are largely let by BAA on unusually short leases of three. five or seven years, with competitive auctions when they come up for grabs. Not only are the leases short, giving big-ger-than-usual potential for rental growth; equally unusual is the close control BAA maintains over its concessionaires. This includes not only price regulations over the duty-free shops, but also service stan-

dards in its contracts. To an outsider, some of these factors suggest that BAA's retailing space should be priced at a premium to UK retailing space generally. But Drivers Jonas's valuation actu-ally values the nine terminals at Heathrow, Gatwick, Glas-gow, Edinburgh and Aberdeen this March on yields ranging from 8.75 per cent up to 11 per

This looks like a surprisingly big discount to market averages. The Hillier Parker/Investors Chronicle May 1990 property market indicators show average shop yields in the UK at 7.1 per cent, with yields for prime retail space at 5.25 per

On the instructions of

NOMURA INTERNATIONAL PLC

Monument Street

HEADQUARTERS Office Building

Contact Alex Rowe or Charlotte Arimatsu Jones Lang Wootton

071.638 6040

London EC3

cent and average yields in the south-east at 6.4 per cent. There are intriguing variations, too, between the yields used for Heathrow's four termi-nals: 9 per cent for Terminals One and Three, 10 per cent for Terminal Two and 8.75 per cent

for the newest, Terminal Four. But behind the high yields lies the fact that in valuing the properties, Drivers Jonas had to go back to first principles, to assess what rate of return investors would require to compensate them for the special risks of airport investment. "This is a new market," says Mr Rod Jones, the Drivers Jonas partner responsible. "And it's a regulated one. That means extra risks for inves-

The big plus factor, which makes airport retailing attractive, is the rock-solid, long-term 5 per cent per annum growth in passenger traffic BAA has seen since the 1950s. But the perturbation are the 1960s. But the potential negatives include 1992, with the threat of possible evaporation of duty-free income from pas-sengers with European Community passports. This could also mean extra capital spending for the retailers, BAA points out, if their outlets have to be redesigned for EC and non-EC customers.

Another factor is that airport operators are vulnerable to



Duty-free now, but will income evaporate after 1992?

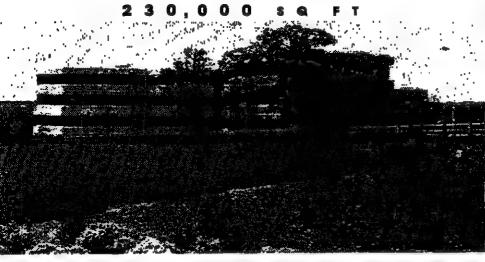
sudden, unforeseen cash outlays - such as the stepped-up security expenditure after Lockerbic, Also - a rather more sensitive subject at BAA - there is the prospect of regu-lar five-yearly reviews of airport services and prices by the Monopolies and Mergers Com-

At Scotland's Prestwick Airport, its outlook uncertain now that it has lost its local monop-oly on transatlantic flights, the risk factors pushed up the yield chosen by Drivers Jonas so far that BAA thinks it would be misleading to dis-

close it. That could change next year, if Prestwick's future has been cleared up - since BAA micros to keep updating the terminal values annually One reason is that by focusing attention on the capital worth of BAA's terminal assets, based on expectations of future income, the valuation encourages managers not to be dominated by the short term:
"We tended, before this, to look just at immediate income, "
says Mr Ellis. "If it made a
profit, we'd do it. The valuation process is more long

CENTURY PLAZA

LUTON



FIRST CLASS

ABUNDANT LOCAL ADJACENT TO SHOPPING FACILITIES NIGH SPECIFICATION

FOR IMMEDIATE VIEWING CONTACT Ian Scott 071-493 9911



64,000 SQ.FT.

DROPERTY MONTHLY

Commercial Property. Please ring or write for a Compliments and Subscription Details PROPERTY MONTHLY Lombard House Croydon, Starrey, CR0 3JP Tel: 081-683-0311

Fax: 081-684 4443

1 JAMES STREET LONDON W1

7325 SQ FT

Single Open Plan Air-Conditioned Office Floor

LEASE FOR SALE

All enquiries Rupert Dodson/Simon Heilpern

HEALEY& BAKER 071 629 9292

CHELMSFORD ESSEX

Extensive B1 Premises 78,500 sq. ft. on 3.28 acres Long lease until 2040 Fixed rent of £979 p.a. FOR SALE



CONSULTANT SURVEYORS 17 Duke Street, Chelmsford, Essex CM1 1HP 0245-355561

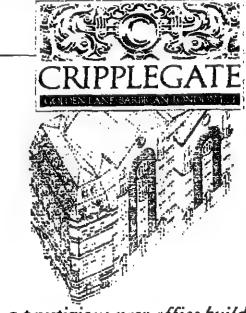
BURY ST EDMUNDS SUPERB WAREHOUSE 63,400 SQ FT ON 3.9 ACRES

FREEHOLD/LEASEHOLD CONTACT: IAN STEWART, TEL: 071-491 4120 OR ROBERT FROOK TEL: 071-499-860

by the Bank of England Principals Only

A prime freehold

Box No A 854, Financial Times, One Southwark Bridge, London SE1 9HL



a prestigious new office building 110,000 sq.ft. to let

with underground our park

NEWARK NOTTINGHAMSHIRE

On the A1 120 miles north of London, 80 minutes from Kings Cross by train. ent working environment. Close to the River Trent and Sherrenor Forest. Excellent neighbourhood amonities, low cost bousing.

Brupel Drive, Newark, Notis Design & Build Scheme. Upto 20,000 sq ft. For Sale or to Let Jessope Way, Newark, Notts

Concept 2000 Impressive Prechold unit 21,000 sq ft. Price £50 a sq ft Freebold + VAT. Glambolm Park, Newark, Notis

High quality, high specification business park units Unit 3 approximately 3,000 sq ft. Rent £14,000 p.a. available now. Radford Boulevard, Nottinghan

Short term accommodation. Upto 30,000 sq ft. Kirby In Ashfield, Notts Short term accommodation. Up to 40,000 sq ft. Junction 28 M1.

Brian Fisher & Co 33 Appletongate, Newark Tel: 0636 605606

MODERN PURPOSE BUILT RESIDENTIAL TRAINING CENTRE

> FOR SALE FREEHOLD

140 BEDROOMS PLUS USABLE COMMERCIAL SPACE OF 46,000 SQ. FT.

M1. J14

FACTOTUM (FPM) LIMITED

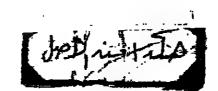
Hanover House 14 Hanover Square London W1R 9AJ Telephone 071-409 2011 Facsimile 071 - 493 1754

MALL FURNISHED CITY OFFICE To sub-let short-term 450 eq % Any reasonable offerTel: Mrs Passmore CST 228 6222

SHORTHLONG TERM formshed onices in W1 .
gestlable now 071-734 7282

CITY FRINGE NI BI/Offices To Let 250: 2500 sq ft

071 837 3199



Woodfold Hall, Grade II* Listed, together with five houses, and other buildings, and 188 acres of parkland and woodland, suitable for conversion to a Hotel, Conference Centre and 18 hole Golf Set in magnificent rural surroundings adjacent to urban and business centres with good access from the M6; M61; and M65 For further details, apply to: INGHAM & YORKE,

FOR SALE BY PRIVATE TREATY:

Chartered surveyors, 214 Todmorden Road, Burnley, Lancash BB11 3EU Tel: (0282) 22458 & 54507

WOODFOLD PARK HOTEL, GOLF & COUNTRY CLUB,

MELLOR, BLACKBURN, LANCASHIRE.

Fax: (0282) 74577

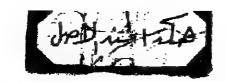
LONDON W1

21,000 SQ.FT. OFFICE BUILDING WITH **20 CAR PARKING SPACES** FOR SALE - TO LET

APPLY BOX No. A849, Financial Times, One Southwark Bridge, London SE1 9HL.

U RR EXCEPTIONAL OFFICE DEVELOPMENT THE THEFT OPPORTUNITY 120,000 sq ft WITH OUTLINE CONSENT CALL 071-922 4680 OR STATION FAX 071-922 4689 FOR A BROCHURE FURTHER INFORMATION: CONTACT RICHARD WHITING OR STEPHEN HEALEY British Rail Property Board Hamilton House, 3 Appold Street, London EC2A 2AA Property Board

CHELSEA OFFICES 8,500 SQ FT AIR-CONDITIONED 12 CAR SPACES PURCHASE OPTION NOW AVAILABLE **CLIVE LEWIS** SAVILLS 071-499 1001 071-499,8644



FINANCIAL TIMES FRIDAY JUNE 22 1990

CKH244 II. NE 35 1990

asovate affer 1962?

* AND DINGERS I

ij satsaliki

Richard Ellis

ST. JAMES'S OFFICES S.W.1 865-7,790 SQ.FT. TO LET

All enquiries Richard Ellis, Chartered Surveyors 071-629 6290

1550 SQUARE FEET TO LET E.C.2.

Superior office accommodation in period building close to Bank of England. Fully decorated and carpeted, air conditioning, lift, entryphone and 24 hour access. Four floors available as a whole or on floor by floor basis.

For further details and viewing Tel: 071-588 3217 or Fax: 071-588 4818

INDIVIDUAL OFFICE BUILDINGS

We are currently offering a wide relection of new and refurbished period buildings to buy or to rent in EC1, N1 and EC2. Ranging from 1,100 to 15,200 sq ft.



Berkeley Square, W1

Immediately available hazoriously furnished, self-contained, airconditioned office suite with full service/term by arrangement. For full details: 'phone or fax Nightingale Secretariat 8 Berkeley Square, London WIX 5HG. Tab 071-629 6116 Fax: 071-491 4811

HOLLAND PARK

By order of family trust.

Luxury 4 bedroom 2 bathroom flat.

PRESTIGE CENTRAL LONDON OFFICES

1,500 sq. ft. - 4,000 sq. ft. Rents around £35 sq. ft.

Telephone 071 486 0177

ARMELLA Les Monteres-Villa, Goti, Tennis, Basch, 3 bedrooms, 3 beth party furn-pool, tropical garden, ready to move in. 87-, 700'000.—, Tal. 01041 461 8637, Fex. 91041 462 9079.

NEARING COMPLETION

Prestigious apartment block in sought after area of Bournemou shortly to be released onto the market as individual Leasehold spertments but offered as a whole for quick exchange with building completion at the end of October.

> Offers invited in excess of £650,000. For further particulars relephone 0202 295259

St James's London SW1 raperb period offices with ws over St James's Palace

580 sqft Lease For Sale nedlate Possession Breedway, SW1.

500 so.ft. comornical offices

opposite underground station listely available on a new lease without premium. MELLERSH & HARDING

GOLF COURSES

Specialists in the Purchase/Sale of Golf Courses in the U.K.

Erwarton Hall, Shotley, Ipswich IP9 1LQ Tel: 0473 34 8265 Fax: 0473 34 8296

30 OLD BURLINGTON ST

071-499 0866

MAYFAIR, LONDON W 1

Modern Office Floors to Let 4,000/10,000/20,000 sq.ft.

- * Full air conditioning
- * Fully accessible raised floors * Marble lined entrance hall * Car parking available opposite
- * 4 automatic passenger lifts * Fully fitted

Rent £47.50 per sq.ft. now available in floors.



Leslie Lintott & Associates **2** 071-828 7711

INTERNATIONAL PROPERTY

TO RENT PARIS UTH

AVENUE GEORGE V 125 sq. m. Exceptional offices quiet - luxurious with a cellar to store archives 3 parking lots.

Phone in the morning Hirs Hattenberger 39,46.96.16 ext. 330

RHODES - GREECE

Clive-tree-Crove, 266,000 squ., approx 2,000 olive-trees, next to a river, half hon from the see. Suitable for familing or from the set. Suffiches for Faming or development. USS \$50,000. HITON Invest FO Het CR BOSS 2-mid Tel: +1 363 99 21, (5-13.00h) Fuz: +1 363 33 18

FOR SALE, PORTUGAL

Att. Building company developers. Development Companies in full operation, incl sales organisation and substantial Holdings in prime locations, planning permission for 74 apartments, 40 villas with infrastructure completed. Principals only, write Box T6845 Financial Times, One Southwark Bridge, LONDON. SEI 9HL

> Commercial Property Advertising Appears Every Priday. To advertise in this section, please contact: Edward Batt 071-873 4196

> > Peter Shield 071-973 3284

Catriona Jamieson

INTERNATIONAL PROPERTY

SEALED BIDDERS

OPPORTUNITY FOR TODAY AND THE FUTURE! Completely re-engineered "State-of-the-Art"



Jasper, Tennessee, USA Strategically located on I-24 and the Ter Near all major East Coast, Midwest and Gulf Coast Markets

*155 Acres * Digital Control Computer System* *Serviced by Truck/Barge/Rail * Energy Efficient* *River Frontage * Fully Equipped Laboratory* Facility Also Produces 85,000 Tons DDGS (Feed Additive) and 60,000 Tons Carbon Dioxide

DON'T MISS THIS OPPORTUNITY TO GET IN ON THE CUTTING EDGE OF THE RAPIDLY EMERGING CLEAN MOTOR FUEL TREND!

Ethanol is an excellent motor fuel-oxygenate that will help meet the increasing demand for clean air. It is estimated that the demand for fuel ethanol will soon outpace supply

O BE SOLD IN HIS ENTIRETY ON SITE: WEDNESDAY ... SEPTEMBER 12, 1990 ... 1:00 PM C.S.T.

CALL TODAY FOR VIDEO, BROCHURE AND BID PACKET USA-TOLL FREE (800) 992-0047 (207) 985-3600 ROUTE 1, PLAZA 1 KENNERUNK, ME (4043 **AUCTIONEERS**

FAX (207) 985-7734

Office Suites To Meet Your Immediate Requirements 1,000 to 5,000 THE SEAGRAM BUILDING | Square Feet Brian D. Gell Exclusive Leasing and Managing Agent 984-8064 Bruce E. Moses

SHOPPING CENTRE **AUSTIN, TEXAS, USA**

984-8088

Outstanding recovery potential, initial cash on cash yield 12.5%. Built 1984. 109,000 sq.ft. Price US\$5.7m, including non recourse mortgage of US\$4.45m at 10.25%.

Major anchor tenant, superb location and growth potential.

Contact: John Gorst on 071 935 7799 Folkard and Hayward 20 Crawford Street LONDON W1H 2AR

1 to 2 Acre Building Plots Next to DISNEY WORLD FLORIDA

Prices \$55,000 to \$65,000

Call 0753 30640 For Information Package or Write to 82 Grasmere Ave Slough SL2 SJF

GRAND DUCHY

OF LUXEMBOURG

splendid villa with 4600 sqm surroundings, living 90 sqm, fireplace, garage for 3 cars, 4 bathrooms, etc..... TRANSIMMO Luxembourg Tel 446280 / 442164 / 81135 Aak for Mr Melsen or Mr Becker

SPAIN "

200 hectares

next to the

Mediterranean Sea

UNMASSIFIED place

Sant Jordí d'Alfama

Exit number 39 - Motorway A-7 (140 km south from Bercelona) L'AMETLLA DE MAR (Costa Dorada)

Golf course, marina, chapel, motel de luxe,

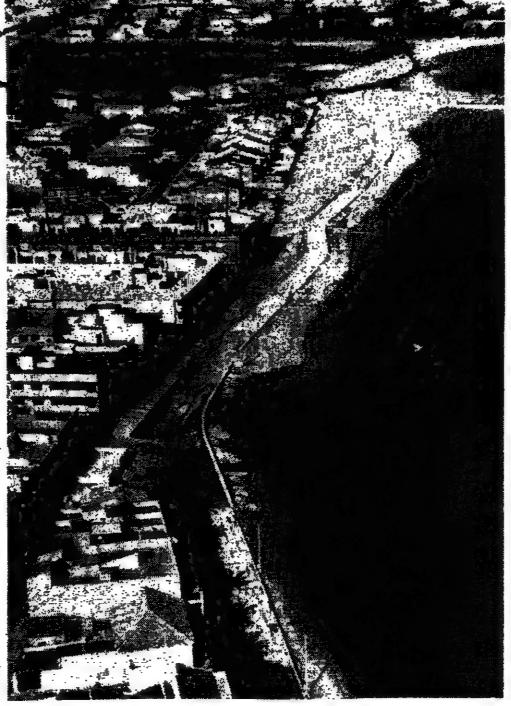
Parcels of 3.000 m² and beautiful family houses in the Golf (rustic furniture

We can guarantee that nobody will bother you with phone calls or visits. Banking references.

auditorium for music, etc., on the spot.

Ask for your catalogue to: NOTO S.A. - Apartado 89 - 43500 TORTOSA

WOULD YOU BUY THE LAST URBAN LAND ON THE MAR MENOR?



On the Spanish Mediterranean Coast.

To all home promoters, real estate companies, associations and cooperative societies and investors we propose a highly interesting deal: INVESTING IN URBAN LAND IN THE MIDST OF THE SPANISH COSTA CALIDA AND IN PRIME BEACHFRONT LOCATION.

213,000 sq. m. (~2,300,000 sq. ft.) situated in Los Alcázares (Murcia). The ONLY piece of land of these characteristics, with 350 m, of Mar Menor beach, Divided for sale into 23 plots, each with its corresponding building projects and feasibility studies.

All of a medium to medium-high standard, called: RESIDENCIAL NUEVO PRINCIPADO.

An Urbanization with added values; on the shores of the Mar Menor, served by the main tourist routes of Spain's Levante (A-7 Motorway and the Airports of San Javier and Allcante - 5 and 45 minutes respectively from the site of the Urbanization); combining the singular warmth of the climate with the purest Mediterranean characteristics of light, life and sea. This is the style of Nuevo Principado, the framework for your investment.



EXHIBITIONS

London

The Royal Academy. The 222nd Summer Exhibition – the oldest established and largest open submission exhibition in the world. Daily until August 19; sponsored by the Dai-Ichi Kangyo Bank. The Tate Gallery. On Classic Ground – a large exhibition devoted to French, Italian and Spanish art of the first four decades of the century. Until September 2; sponsored by Reed International.

The Tate Gallery. The entire permanent collection has been rehung in a curatorial triumph. The Royal Academy. Modern Masters from the Gelman Collection – a self-explanatory exhibition of masterpieces of the 20th century from Bonnard and earliest Picasso to Picasso the old an. Until July 15; sponsored

Centre Georges Pompidou. Andy Warhol. Some 200 works retract eer of the multi-facetted artist. Beaubourg. Closed Tue,ends Sept 10 (42771233). Grand Palais. Joseph Wright of Derby. Some 80 paintings and 30 drawings sum up the career into English art. Closed Tue. Ved late closing, ends July 23

(42895410).
Oulerie d'Art Saint Hooore, A
Flemish 15th century retable.
Around a large-sized 15th century Adoration of the Magi northern realism with more than a dash of Italian mannerist works of religious inspiration. Bagatelle Chateau and Trianon Vienna 1815-1848 – the Bieder-meier period. Vienna's museum have lent some 250 pieces of fur-niture, porcelain, paintings and of the style which expressed the Austrian capital's changed mood after the turmoil of Napoleonic wars – the Biedermeier style, Bois de Boulogne. Ends August

and 20th Century Masters.A. thread of excellence runs through the exhibition, which begins with the impressionists and ends with an abstract Pica

bia. Ends July 28 (42669258). Petit Palais. James Ensor 1860-1949. A retrospective of 100 paintings, 130 drawings and etchings brings to mind Ensor's pro-vocative boast of "I am mad, I am stupid, I am nasty". Closed Mon, ends July 22 (42651273). Musée Carnavalet. Antique bronzes. Some 400 statuettes bring to life the Gallo-Roman world up to the 5th century. Closed Mon. ends July 1

(42722113). Grand Palais. Pre-Columbian art in Mexico (1500BC - AD1521). Closed Tue, late closing Wed.

Musée d'Ixelles. 71 Rue Jean Van Volsem. La Poetique des Peintres Italiens a l'Aube du XXe Siècle. Closed Monday. Fondation pour L'Architecture, 55 rue de L'Ermitage. Brussels, City of Architecture 1890-1958. Rotel Communal de Schaerbeek Peintres de la Lys: Belgian Expressionist painters, Closed Sunday; ends July 20.

Antwerp

Rembrandt Bugatti and Belgian Animal sculpture (1860-1930) closed Monday ends July 29, Hessenhuis, 53 Falconrui.

Braccio di Carlo Magno in Piazza San Pietro: Michelangelo and the Sistine Chapel. This exhibition marks the end of a 10-year on The Last Judgment. The exhibition carefully documents the techniques used and the difficulties encountered by the restorer. Ends July 10. and Princes of the 17th and 18th centuries. Over 70 large and exu-berant canvasss from the coun-iry seats of popes, cardinals and the Roman aristocracy in the area stretching south of Rome.

Palazzo Vecchio. The age of Mas-accio: tying in with the reopen-ing of the Brancacci chapel in the Church of the Carmine after a six-year restoration on the cycle of frescoes by Masaco and Masolino, are 109 works by painters and sculptors who worked in Florence in the golden years between 1401 (the date of Masaccio's birth) and 1440. Ends

Naples

Castel Sant'elmo. In the Shadow of Vesuvius: Naples through theeyes of European artists between 1400 and 1800: fascinating collection of over 300 oils, watercolours, prints and draw-ings of a city which has proved irresistible to artists and travellers for nearly five centuries.

Palazzo Ducale. Titian. This exhibition organised jointly by the Venice local council, the Arts Ministry and the National Gallery in Washington marking the 5th centenary of the painters birth is the largest for over 50 years. Ends Oct 7 and transfers to Washington.

Galleria d'arte Moderna. Giorgio Morandi retrospective. Over 200
works lent by Italian and foreign
museums celebrating the centenary of the painter's birth. Ends

Mannheim Städtische Kunsthalle, Moltkestr. 9. Emile Bernard, a painter always in the shadow of Van Gogh and Gauguin is honoured with a retrospective of 170 early paintings. Ends August 5.

Villa Huegel 15. St Petersburg around 1800. This is the third exhibition to be mounted by the Ruhr Cultural Foundation, set up in 1984 by Berthold Beitz, head of the Alfried Krupp foundation. With 555 pieces on loan from Leningrad's state Hermitage Museum, the exhibitions details the developments of Russia from a great empire to a European power, Ends Nov 4.

Konsthalle, Glockengiesserwall. Caspar David Friedrich (1774-1840). To commemorate the 150th anniversary of his death, this exhibition shows 40 sepia, Indian drawings and watercolours of the German remantic artist. the German remantic artist. Ends July 1. Darmstadt

Mathildenhöbe. Duke Ernst Ludwig, instituted the Mat-hildenhohe's arts centre Konstlerkolonie, one of seven buildings by architect Marie Ulbrich, called Ernst-Ludwig Haus, it was damaged during the war and after a total remon-struction it opens its doors in its original function as a Jugand-

Modrid

Miseo del Prado. Sanchez Coello (1531-1588). Some 50 paintings by this Spanish artist born in Valencia, predecessor of Velazquez. Ends July 30. Palacio de Velazquez. Roman Bronze Objects in Spain. Over 500 objects from different Spanish museums. Closed Mondaya. ish museums. Closed Mondays. Fundacion Caja de Pensione Georg Baselitz. Exhibition of this German artist's 1980's production, Ends July 15.

Fundacion Caja de Pensiones. Edwuard Ruscha retrospective. Closed Mon. Ends July 15.

New York

New York Public Library, More than 125 documents of the Abolitionist Movement, display the spirit and drive of the long effort to free the slaves. Ends Sept 15. Museum of Modern Art. The first retrospective in America in 25 years marks the 80th birth-day of Francis Bacon.

Metropolitan Museum of Art: The Russian Taste for French painting, representing three cen-turies of French masterpieces from the Hermitage and Pushkin Museums, Ends July 29

Washington

National Gallery. More than 90 prints by Edvard Munch show the Scandinavian artist at his ost colourful and prolific. Ends Sept 3. National Gallery. More than 10 media are included in the major

show of 112 of Jasper Johns's drawings over 35 years. Ends July 29. National Museum of African Art. The national tour of artistic

and religious objects, much of it sculpture, encompasses nine centuries of Yoruba civilisation. Ends Aug 26. Nutional Muse in the Arts. The first major retro spective of the work of Dame

Elizabeth Frink. Ends July 4.

Chicago Historical Society. The Land of Lincoln does its most famous citizen proud in the exhi-bition A House Divided. America in the Age of Lincoln, with documents, mementos and personal effects of the Great Emancipator Art Institute. Before going to the Royal Academy in London later in the year, Chicago gets to see Monet's series paintings. Ends August 12.

Tokyo

Idemitsu Museum, Oriental Idemitsu Museum. Oriental Ceramics from the Topkapi Pal-ace, Istanbul. Closed Mondays, Teian Museum. Perfume Bottles by René Lalique. What better venue for this charming exhibition than this former imperial residence whose main doors were designed by Lalique and whose Ast Descriptories must surely. be rated one of the finest in the world. Closed alternate Wednes-

days. Tobacco and Salt Museum. Edo Period Publishing. Illustrated Period Publishing. Illustrated books from the period when Japan was closed to the outside world. Closed Mondays. Riccar Museum. Landscape Ukiyoe. Woodblock prints by Hokusai and Hiroshige. Meguro Art Museum. Josaku Maeda. Over 100 paintings by a Japanese artist (born in 1926), who studied in Paris and whose works are all hased on the Mandala.

all based on the Mandala. Shoto Art Museum, Shibuya. Japonisme, Exhibition of over 150 prints by late 19th century artists such as Whistler, Pis-sarro, Toulouse-Lautrec and Manet, who were influenced and inspired by Japanese crafts and uklyo-e woodblock prints.

THEATRE

ce 836 2428).

London Anything Goes (Prince Edward). Cole Porter's silly ocean-going 1930s musical has four or five marvellous songs. Jerry Zak's desperately bright production is undemanding fare (734 595)

Jeffrey Bernard is Unwell (Apollo). Tom Conti is the alco-holic journalist. Keith Waterhouse has stitched a fine play the season's highlight, from Bernard's own writing. Ned Sherrin directs (437 2663). Aspects of Love (Prince of Wales). Andrew Lloyd Webber's

latest is musically interesting and well directed by Trevor Nunn. A probable, but unspectacular, hit (839 5972). Shadowlands (Queen's). Weepie about the love affair between crusty Oxford writer C.S. Lewis and the cancer-riddled American poet Joy Davidman. William Nicholson's play is irresistibly emotional. Elijah Moshinsky's

direction is superb (734 1166,439 The Wild Duck (Phoenix). Peter Hall's revival of Ibsen's tragicomedy champions the great Norwegian's humorous potential. (071 240 9661). rd Person Singular (White-

hall). Robust revival of early Avokbourn comedy, directed by the master himself, about three couples at Christmas in three kitchens over three years. (071 867 1119).

MUSIC

London London Concert Orchestra conducted by Fraser Goulding, with Hugh Tinney (piano). Tchal-kovsky concert. Barbican Hall (Sat) (071-638 8891). Vladimir Ashkenazy (piano). Vladimir Ashkenazy (plano).
Brahms and Schumann. Royal
Festival Hall (Sun) (071-928 8800).
Royal Philharmonic Orchestra
conducted by André Previn, with
Steven Isserlis (cello). Elgar and
Brahms. Royal Festival Hall
(Tues) (071-928 8800).
Royal Philharmonic Orchestra
conducted by Leon Loyett, with

conducted by Leon Lovett, with soloists and the London Oriana Choir. Beethoven's Missa Solem nis, Barbican Hall (Wed) (071-638

conducted by Roy Goodman, with soloists. Beethoven concert including the 9th symphon Royal Festival Hall (Wed) (071-928 8800). James Galway and the Chief-tains. Royal Festival Hall (Thurs) (071-928 8800).

Paris Maria Tipo, plano recital: Bach, Chopin, Debussy (Mon). Saile Pleyel (45638873).

estre de Paris conducted by Semyon Bychkov: Stravinsky. Mahler(Tue), R. Strauss, Dutil-leux, Beethoven (Thur) Chatelet Ensemble Orchestral de Paris

conducted by Armin Jordan, Audrey Michael (first soprano),

Henry IV (Wyndham's). Piran-dello's cat's cradle of fantasy

and reality, identity and time in a production by Val May the sobriety of which belies its preris gives a star performance as the nobleman who thinks he is an 11th century king (071 867

1116). Vanilla (Lyric). Heavy-handed satire on New York super rich and US-backed overseas dictator ships, directed by Harold Pinter, with a cast including Sian Phillips. Joanna Lumley and Gwen Humble. (071 437 3686)

New York Cat on a Hot Tin Roof (Eugene O'Nelli). Kathleen Turner, whose statuesque good looks embody character Maggie, is surrounded by an excellent supporting cast in Howard Davies' production. Grapes of Wrath (Cort). The Steppenwolf company's interpre tation of the Steinbeck epic novel brings alive the 1930s in its squalor as well as its test of human

Joad stands out in Frank Galati's Heidi Chronicles (Plymouth) Wendy Wasserstein's award-winning drama covering 20 years in the life of a successful American baby boomer accompanied by the musical and emotional flavour of the period

strength. Gary Sinise as Tom

Gypsy (St James). This 30th annirsary production introduces

Vittoria d'Ile-de-France choir conducted by Michel Piquemal: Mozart-Mass (Thur). Saint-Denis Basilica, Metro Saint-Denis

Brussets I Fiamminghi Ensemble con-ducted by Rudolf Werthen with Herman Prey (baritone). Mozart. Palais des Beaux-Arts (Sat) European Community Orchestra and chorus conducted by Jean Jakus with Melanie Armistead (soprano). Jan Caals (tenor) Phillip Langshaw (bass) and Jin OK Kim (contralto). Handel's Mes-siah (Wed). Notre-Dame du Sablon, Rue du Regent (513 83

BRT Philharmonic Orchestra conducted by Norbert Nozy with Daniel Blumenthal (piano). Cha-brier, Devreese, Pizzini, Rimsky-Korsakov and Van der Roost. Maison de la Radio (Thur).

Antwerp

Royal Flanders Opera Chorus, the Antwerp Vlaams Muziekcon-servatorium chorus and the Aalst Cantate Domino children's chorus conducted by Peter Bur ian with soloists perform Carl Otif's Carmina Burana. De Sin-

Bed Klasingen The fifth summer festival in Bad Kissingen (June 22-July 15) made its name with international stars a new belter in the Merman tradition. Type Daly, as the bossy tureless and tuneful Rose, who shamelessly leads her daughter into burlesque while rejecting a personal life for nerself (246

Grand Hotel (Martin Beck). Tommy Tune, Broadway's pres ent musical doctor, directs this remake of the Garbo film in an Alegant, but somewhat random setting (2:6 0102)

Sweeney Todd (Curcle in the Square). An intimate production of the Sondheim-Wheeler musicul emphasises the descent into mad ness of Bob Gunton as the deman barber of Fleet Street (279 h200) Jerome Robbins' Broadway (Imperial) Anyone attracted by the notion of three hours of film trailer previews will adore this compendium of Robbins' directed and choreographed plays of the past 40 years, including on the Town, West Side Story and

Cats (Winter Garden) Still a sell-out, Trevor Nunn's produc-tion of T.S. Eliot's children's poetry set to music is visually startling and choreographically feline (239 6062). Les Misérables (Broadway) The

magnificent spectacle of Victor Hugo's majestic sweep of history and pathos brings to Broadway lessons in pageantry and dramit (239 6200). Phantom of the Opera (Majestic).

Stuffed with Maria Biornson's gilded sets, Phantom rocks with Andrew Lloyd Webber's hauni

and the wonderful surroundings with thermal waters and glorious concert facilities. The pro-gramme is led by three some phonic orchestras, the Crech Philharmonic, Polish Nationa Radio Orchestra and the Bayan

ian Radio Orchestra, Other bights include the collect Nataila Gutmann, pianist Frank Peter Zimmermann, trumpet player Ludwig Guettler, and conductor Bruno Weil. Also a performance of Handel's opera Rincido in the Halle Opera, 2730 Bad Kissingen Postf. 2260 (0971 807) (0).

Carlo Maria Giulini conducting

Schumann, Ravel and Stravinsk) (Sun). Teatro Alla Scola (809126).

Gabriela Benackova (soprano)

singing Richard Strauss's Viet letzte Lieder with the Maggio Musicale Orchestra conducted Teatro Verd: (212320). Washington

tival (703 445 0800).

Mostly Mozart Festival Orchestra conducted by Gerard Schwarz with Jean-Pierre Rampal (flute) and Anne-Marie McDermott (piano). Mozart, Pleyel (Wed); Bach (Thur). Kennedy Center Concert Hall (467 4800). National Symphony press concert National Symphony pops concert with Me! Torme, Cleo Laine and John Dankworth, Wolf Trap Fes-

ne melodas in this mega-trans for from London (239 6200). Washington

Startight Express. Andrew Lines. Starlight Express. Another Long Webber's roller-stotung munical sides theo Washington on his natural tour. Ends July is time neds Center Opera Hause (165).

Chicago Steel Magnolias (Royal George). Ann Francis and Marca Roddplay the leads in this view of southern life from under the descers in a busy handressing state. hishment 1.88 9.00%

Tokyo

Kabuki. The 114to marinee can sists of a short, relatively more one guide in English and 🔾 English language programme. Ends June 27 Kabuki-22 (56)

Peer Gynt (in Japanese), Yello Ninagawi, tackles fisen's male; terpure, with a cast headed by two popular young rock singuis; Ends June 28, Avyana Theades. South Pacific, Emile Belcourt

and Gemma Craven less the ma-from the recent Landon review of the Rodgers and Hammer musical Koseimenkin Hall (Sef.

The Alchemist, by Ben Jonson perfermed by the Compass The tre Company, a young British (), touring company (Wed), and The Merchant of Venice (Tues. Thurst Tokyo Globe Cain Hang

Madrid Ensemble, Berthoven madrid ensemble, rectained programme with Jalune Prancesch (violin; and Mary Ruis Castilla (violin; and Mary Ruis) (vi Suet, Centro cultural de la villa

Chicago

Ravinia Festival: Harry Connect dr. Jazz piano recital (Tuer, Herbie Hanvock, Pat Metheny, Jack Delebnette, Dave Holland azz ensemble (Wed). Highland

Tokyo

Philharmonische Virtuosen Ber-lin, Strauss, Monot Respiglis, Schoenberg (Mon), Slaus, British Tcharkovsky, Bartok (Tuest, Sun tory Hull (259 9999) Handel, Schubert, Strauss, Doni-setti, Kathleen Britle (sopraso), with Philip Moll-pianol Sun-tory Hull (Thur, 1288 1669). Tokyo and Osaka Symphony Orchestras, conducted by Kazu yushi Akiyama Schoenberg's Gurrebeder, Solinista include Tauana Troyanos, Ruth Falcon Gary Bachlund Bunkimura. Orchard Hall (Thur) (562 6764) Schubert programme, Takayoshi Wanam: (violin), Mineko Tau chiya (piano), Tokyo Bunka Kai kan, recital hali (Thur) (28) 9889)

DAI-ICHI KANGYO BANK

DKB ECONOMIC REPORT

Domestic Demand Still on the Rise in Japan

lapan's annual runy season has started again with gloomy weather in store for the next month. In contrast to such weather, however, the domestic economy is doing well. This month marks the 43rd straight month of sustained economic growth. It even surpasses the "Iwato Boom" to become the second longest boom in Japan's postwar

history. Meanwhile, concern has been voiced that Japan's "triple weaknesses" since the start of the year in the yen exchange rate and share and bond prices would put the brakes on economic expansion. Today, however, these weaknesses have not been reflected in economic activities

Domestic Demand Growing

so much as feared.

The economy has been expanding steadily mainly because of buoyant consumer spending and capital expendi-

Since the latter half of last year, consumer spending has been recovering from a temporary setback due to the introduction of the 3% consumption tax in April 1989. Year-to-year growth of consumption expenditure per house-hold rase from 4.4% in nominal terms and 1.8% in real terms in October-December 1989 to 6.1% and 2.5% in January-February 1990.

Projections for consumer apending look favorable with real purchasing power of households experiencing steady growth. The major factors behind this trend are: (1) year-to-year wage growth brought on by this spring's labor management negotiation ("shunto") increases above last year's level**, (2) high growth is likely in summer bonuses because corporate profits have been sustaining steady expansion, and (3) growth in consumer prices started leveling off in April as the negative effects of the consumption tax run their course.

Consumer spending will thus continue to grow steadily for the time being. There is increasing concern that capital investment may decline, affected by rising interest rates. However, a survey conducted by the Economic Planning Agency on business corporations (capitalized at 100 million yen or more) in March showed capital expenditure

being estimated to grow by mately 18.5% in the latter half of fiscal 1989 compared with a year earlier and by 16.2% (expected) in the first half of fiscal 1990 Moreover, machinery orders and construction orders, both leading indicators, have been running at high levels, and are expected to grow robust-

ly in the coming months.

1989. Since the beginning of 1990, however, exports have rebounded moderately. In dollar terms, export value for April was below the level of a year earlier, following on from the same trend in the January-March quarter. However, in terms of volume, exports grew by 4.2% in January-March when the sharp year-toyear decrease in export prices due to the yea's weakness is excluded, and by 2.3% in April. The growth is higher than the 0.1% decrease recorded in October-

December 1989 (Figure). The rebound in exports is believed to have stemmed largely from the yen's weakness since last year. However, export growth is unlikely to continue gaining upward momentum. Principal reasons are: (1) the U.S. economy is expected to remain lackluster, (2) there is a supply restraint (export capacity is mited because of strong domestic demand), and (3) increased direct investment overseas represents an advance being made in relocation of production

Inflationary Pressure Intensifying economy combined with the yen's weak state, for more than 12 months, at 10%

Reinforced production capacity tends to ease the manufactured goods supply/ demand balance. However, there remain entrenched inflationary factors. First, prices of imported goods have been rising sharply, reflecting the sustained weakness of the yen, which in turn is likely to have a ripple effect on domestic prices. Second, mirroring a right labor market, the wage growth rate has been swelling. On the other hand, the growth rate of production has been gradually

London Branch: DKB House, 24 King William Street, London, EC4R 9DB, United Kingdom Tel. 01-283-0929

Subsidiaries in London: DKB International Limited, DKB House, 24 King William Street, London, EC4R 9DB, United Kingdom Tel. 01-929-7777 / DKB Investment Management International Limited, DKB House, 24 King William Street, London, EC4R 9DB, United Kingdom Tel. 01-929-6666 Associated Companies in London:

Head Office: 1-5, Uchsarvaicno 1-chomé, Chyoda-ku, Tokyo 103, Japan Tel. (03) 596-1111 Branches and Agencies in: New York, Los Angeles, Chicago, Altania, San Francisco, Paname, Ceyman, Dussedori, Murich, Pans, Milan, Taper, Sebul, Singapore, Hong Kong Representative Offices in: Houston, Toronto, São Paulo, Mexico Coy, Caracas, Buenos Ares, Frankfurt, Madhid. Stockholm Bahran, Jakaria, Kuala Lumpur, Bangkok, Beijing, Shangha, Guangchou, Deken, Bombay, Sydney, Metbourne Subsidiaries in: Los Angeles, New York, Toronto, Cayman, Amsterdam, Zunch, Lucembourg, Frankfurt, Hong Kong, Singapore, Sydney, Associated Companies in: São Paulo, Bangkok, Singapore, Kuala Lumpur, Jakaria, Brune, Zhengzhou.

Associated Japanese Bank (International) Ltd., Eurobraz Ltd., International Mexican Bank Ltd.

Exports Recovering Slightly
While domestic demand expanded steadily, exports slackened throughout

lower than the previous year's rate is intensifying inflationary pressure.

Exports Recover Moderately Export Volume (right scale) Dollar-Based Export Value S billion Export Price (right scale) 1-3

year-to-year changes.

3. Export value is year-to-year changes.

declining. As a consequence, an upward trend is obvious in the labor costs. Currently, domestic price growth is stable. But optimism is not warranted at

Currency Market Affected by "U.S.

The Japanese economy is now moving in a relatively clear framework, i.e., sustained strength of economic activity, rising inflationary pressure and a tightening of monetary policy. In the meantime, there is growing uncertainty over prices and monetary policy in the U.S., which

have a great impact on the Japanese The volatile movements on the foreign exchange market since mid-May reflect growing uncertainties about the U.S. economic outlook, in other words, the complicated situation regarding the

Just as during the rainy season, when

changes in the weather, a close watch needs to be kept on the U.S. economic trends in order to forecast currency economy, prices and monetary policy.

Iwato Boom (the length of economic expansion was 42 months from July 1958 to December 1961) According to a survey cor Japan Federation of Employers' Association on annual wage growth for 1990, 315 of the 325 principal companies surveyed reached

labor as of May 15 and their average growth rate turned out to be 5.90%, which was well above the 5.11% for While the domestic wholesate price index in April compared with a month ago remained at a moderate 0.1% rise,

people have to be concerned about daily

the consumer price index in Tokyo's 23 wards (excluding prices of fresh foods, seasonally adjusted) in April rose a sharp 0.5% from a month earlier (an Talk it over with DKB. The international bank



The next DKB monthly report will appear July. 27

Notice to Holders of

FEDERATED DEPARTMENT STORES, INC. 11% Notes Due 1990 105% Notes Due 1995

(the "Securities") The understance, Morgan Guaranty Trust Company of New York as Trustee cooler Indeptures dated as of February 15, 1985, and July 9, 1985, respectively, pursuant to which

the Securities were assend by Federated Department Stores, Inc. (the "Countary" a borein noting the Holders of the Securities as follows: On February 27, 1980, the Honorable Courad J. Morganstern, United States Trustee in the Districts of Olio and Michigan, appeinted an official Pre-Merger Rendhishers' Committee the "Committee" (in the Company's Unique II Bankrig tex proceeding The current merchers of the Committee are: Metropolitan Life Insurance Campany (Chair F. Fred Eye union Corro ration: Manufacturers Hanover Trust Company, as Indenture Trustee, Soon Rose & Ferriage, Inc.: Wintman, Hellerman, Rhem Workout Fund, L.P.: Bankers Trust Company, as Indenture Trustee (ex-officio); Chemical Bank, as Indenture Trustee (ex-officio); and Morgan Courants Trust Company of New York, as Indenture Trustee (ex-officio). Manufacturees Hanckey (eg-) Company, as Indenture Trustee, had originally been appointed as an excellent momentae, but on June 6, 1990, it was appointed a voting member in replacement of Financial Management Advisors, which resigned from the Committee in April. Each of the three research or cofficers

members are members of the Committee for all purposes, except that they have no yetr on Committee matters,
The undersigned and the three other indenture Trustees intend to the bianket proof of

Corporate Trust Administration 30 West Broadway, New York, NY 10015 Attention: Mr. Kevin N. Knight, Vice President

1992 THE MAP

The Financial Times proposes to publish a Survey on

2 JULY 1990

For a full editorial synopsis and advertisement

HENRY KRZYMUSKI or GILLIAN KING

on 071-873 3699/ 4823

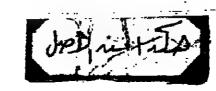
Southwark Bridge London SE1 9HL.

Cocoa before bedtime

Although international markets trade while the UK sleeps, you need not stay awake to benefit - we show you how. Complete the coupon and return it, without obligation, to: Sueden (UK) Ltd. FREEPOST, 5 London Bridge Street,

Name	F7/22
Address	
Post code	Tel

SUCCEN (UK) LIMITED



claim covering all amounts due to Holders.
All inquiries concerning this Notice should be directed to. Morgan Guaranty Trust Company of New York

> Tel (212) 406-5197 Pax (212) 406-1171 MORGAN GUARANTY TRUST COMPANY

Dated: June 22, 1990

REDRAWING OF EUROPE

the above on

details, please contact:

or write to them at: Number One.

FINANCIALTIMES

could turn into

gold before breakfast Commodity and futures trading offers a fast moving financial opportunity to investors and speculators who have substantial risk capital. Risks are high, but so are the potential rewards.





The Bodhisattva Guanyin: the only surviving earthenware Buddhist figure from the late 9th century

Buddhas and gold from China

Susan Moore visits exhibitions at Eskenazi and Oriental Bronzes

relieved of its black coat of incense smoke and presents its compliments in what is

Paradise. Interceding deities have become more human and accessible. Technically,

more human and accessible. Technically, thanks to Indian influences, the torsos are in voluptuous contraposto, the draperies rhythmic and free-flowing.

Interesting rather than beautiful is the Late Tang Bodhisattva made out of dried black lacquer, as light as a feather and a rare survival. Another curiosity is the marble pedestal supported at no little effort by six small White Devils, complete with gogyle eves, heavy breeches and

with goggle eyes, baggy breeches and boots. Most appealing of all, however, are the supremely elegant (again almost androgynous) wooden tomb figures of Tang court ladies and male attendants. Still partially coloured and gilt, they have a superstably well given their 1400.

fared remarkably well given their 1400

his Bodhisattva Guanvin sits. his Bodhisattva Guanyin sits, like many another, on a rock representing Mount Potalaka in the South Seas, one foot resting on a lotus pod. Unlike any other, however, the deity leans slightly back, casually class a raised right knee and presents to the world a countenance of supreme super-

He or she - Guanyin is of ambivalent He or she — Guanyin is of ambivalent sexuality — cuts an intriguing as well as an impressive figure. Assured modelling endows the figure with a gracious and convincing fatness. As one arm stretches across the body, the belly obligingly swells up and out like a well ripened plum. Flabby legs are accentuated by the unusually fringed and still coloured dhoti. Best of all is a chin of spectacular proportion, falling to the odd inch of neck in one firm round fold of flesh.

Strangely, the 46.5cm high figure is

Strangely, the 46.5cm high figure is intended to be viewed in the round, and its complex pose changes as you move around it. More extraordinary still is that it is made from earthenware. No other pottery Buddhist figure of the 9th or 10th century survives. In fact, there is nothing quite

like it in Buddhist art.

This beguiling enigma is but one piece among a characteristically choice group of ancient Chinese sculpture on offer at Eskenazi (until July 6). A large proportion of the pieces have come from the distinguished collection of James W. and Marilynn Alsdorf in Chicago, and Eskenazi devotees will recognise one or two from the firm's last sculpture show in 1981.

The earliest work on offer is a limestone Buddha Maitreya of c. 520-525, graceful and slender and smiling, and draped in sharp, almost Romanesque folds. The Buddha is one of a number probably hacked out of the cave temples at Longmen, Luoyang in the early years of

the century.

Some 700 years later come the latest The Imperial gold artefacts from ancient

years underground

pieces, two polychrome and gilt wood Guanyin of the Jin Dynasty. One, a cousin to a sculpture in the V&A, has been China on show at Oriental Bronzes (until June 29) are altogether in a lighter vein. Dealer Christian Deydier has gathered together a broad range of precious metalwork, from eminently wearable Song and presents its compliments in what is thought to be the original polychrome – pale flesh, red robes and green sash. The other has been stripped of paint layers down to the colours applied to spruce it up during the Ming Dynasty. Precious little of its original pigment and gilt seems to Dynasty hairpins and Liao Dynasty flower or fish earrings to the definitely unwearable rare silver and parcel gilt crown made for a princess or empress in the 11th century, decorated in gilt repoussé with two flying phoenix chasing The vast span offers a brief pictorial summary of the evolution of Buddhism in China. A heavily bejewelled stone Guanyin of the North Qi Period, 570-575 (from the Earl Morse collection), is a fascinating transitional piece. The stiff, frontal figure is still hierarchic but here we see the beginnings of a naturalism that was to mature during the Tang Dynasty. By the 3th century, the Bodhisattva Guanyin had become the most popular Buddhist deity, thanks to the growing appeal of the Pure Land School of Buddhism which offered the promise of Paradise. Interceding deities have become a flaming pearl.

Gold was always a rare and highly valued material in China. Indeed when sources from Tibet dried up in the 7th century, the Emperor decreed that the use of pure gold for food vessels would be prohibited to all those of less than first rank (the Imperial family and ministers) and the use of silver restricted to those of and the use of silver restricted to those of sixth rank and above. If any one dared to infringe the law they were punished by

Many of the techniques illustrated here - repoussé, filigree, hammering, chasing, granulation - came to China from Persia, after the Sassanian king's son sought refuge at the Imperial court in 674. Many are superb examples of the metalworker's art. Note the stylised rams' heads and totole mask on the pair of Warring States Period gold plaques, and the delicate, paper-thin Song stem bowl cut into the form of an open chrysanthemum. No other example of this type has been recorded, although it exists in porcelain, and the bowl is off to the Musée Guimet in Paris.

I particularly admired the Southern Song Dynasty perfume container: two sheets of pear-shaped open-work gold worked in repoussé and decorated with mandarin ducks and peones. Some might prefer the Eastern Zbou Dynasty (770-256 BC) hair ornament, a parrot bearing a turquoise bead in its beak, the whole no bigger than a fingernail.



Josette Simon and James Laurenson

After the

COTTESLOE THEATRE

With The Crucible keeping house in the Olivier, the Cottesloe opens an Arthur Miller play which, self-indulgent though it is, unfolds like a journey to the centre of the

century. Written in the early 1960s in response to a request to produce a screenplay for Camus'

The Fall, it is an intensely personal odyssey of conscience, which takes its semi-autobiographical protagonist, Quentin, back over a life which encompasses the Wall Street crash, the Holocaust and the annihi-

lation of Marilyn Monroe.

Miller's stage directions specified sculpted areas dominated by the blasted stone towar of a German concentrations. tion camp - instructions which designer Rayden Griffin has transmuted into a whirling vortex, like the cross-section of a snail shall or a complicated part of the inner ear. The watch tower - melting at the edges into the suggestion of a skull - appears only at climactic moments, a sinister, looming shape at the centre of the

The shift of emphasis this involves is as significant in its way as the casting, in the part nodelled on Monroe, of the olack actress Josette Simon. As if in acceptance that the iconography of the age has moved on, director Michael Blakemore gives us a sexy soul singer who reprises the Motown hit "My Guy" for her fans and whose relationship with Quentin, a successful left-wing lawyer, is therefore tinged with racial as well as

sexual patronage. It is not an idle It is not an idle embellishment. South Africa, interestingly, was the first country to pick up the play after its American premiere, as if in recognition of the potency of Miller's theme of individual

responsibility for collective outrages. What Miller does not always succeed in establishing is the distinction between the individual and the purely personal - the latter embodied in Quentin's relationships with his various women; the former in his attitudes to such damning and damaging occurences as the murder of millions in the concentration camps and the betrayal of the few to the Un-American Activities Committee.

At the intersection of these issues stands James Laurenson's Quentin, oddly restrained and English in the restrained and English in the anguish of a man who is beset by the phantoms of his guilty past. There are moments when Miller's language sings in his mouth; yet he, like the play, is best when he plays with the persona of a little man grappling with the bigger issues: the coward who feels compelled to stand up to the system yet who longs to be a 'good American" again.

Too much of the time he is locked in heart-searching about women, from his mother (a flamboyant Trudy Weiss) to his first wife (Shelley Thompson, elegant in her anger) and finally, and most indulgently of all with Josette Simon's slinky, flery-eyed Maggle, whose descent to suicide is as touchingly sordid as her naivety is splendid.

Of a supporting cast which is atmospherically deployed in the whirls of the set Henry Goodman's Mickey, the man who sold out, and Ray Jewers, as the guy who was sold, stand out in an affecting cameo of comradeship betrayed, which is the nearest the play gets to a true marriage of autobiography with the biography of an age. Claire Armitstead

The Night is not Dark

CATE THEATRE

"The turning wheel of the mind" passes through many landscapes, some of them the subject of this new hour-long piece by the group Raif Raif. The set is austere, even by the standards of the little theatre club above the Prince Albert pub in Notting Hill Gate. The floor is scatterd with silvery, from the wall; opposite it is a windowsill where a pair of hands (their owner unseen) clasp, unfold, rub each other,

A young man enters, suited but collarless, pleasant but scruffy. "Then," he begins, as if in mid-recall. A girl in a long green coat wanders in and out as if looking for something; be makes contact with the girl (for so it is) at the window. They effect some transaction with pebbles. All the while the young man taiks obliviously, even when the woman in green sits next to him unobserved and the and eats a banana with the deliberation of a Capulet biting

a thumb at a Montague. Hints are dropped: there is mention of a meeting of three roads where the man may meet his father. The layers are peeled away as the groundsheets are lifted from the stage floor - the sands rolled away, the yellow sheet reveals red underneath for the car accident that kills the young man's father at the crossroads. The red disclosed

a blue sheet beneath and talk of his mother confirms that this is our old friend

Here Peter Bickmell's writing (no director is credited) and the three performers become positively operatic though they speak rather than sing a trio. They talk simultaneously, each in his or her own rhythm, pausing and restarting to weave a vocal texture. As it all properties texture. As in all operatic ensembles, there are variations of pace and mood. Perhaps it's over-fanciful to recall the Act III Figaro sextet as the man's prossically humorous and truculent cadeuzes jostle through the women's elegiac

Different layers of perception memory or perhaps just imagination – sre superimposed and dissolve until the girls whisk the last floor sheet off with them "on the bus, homeward." The young man begins again:

The three players have great presence and physical discipline, slightly vitiated when they open their mouths and resolutely everyday accents emerge. However Barnaby Stone, Ali Saire and Rebecca Simpson devotedly make this small thing but their own into an intriguing hour. though the minutes are pretty unforgiving by the end.

Martin Hoyle

Praemium Imperiale Prize winners

The winners of the 1990 Praemium Imperiale Prize, organised annually by the Japan Art Association and considered one of the most prestigious art awards, were announced yesterday. Divided into five categories, the prizes

went to Antoni Taples from Spain for painting; Arnaldo Pomodoro, ftaly, for sculpture; James Stirling, Great Britain, for architecture; Leonard Bernstein, US, for music; and Federico Fellini, Italy, for theatre and film.

K.W. went to Antoni Tapies from

Mannekins

THE PLACE

Under the London International Opera Festival umbrella, Mecklenburgh Opera are presenting the British premiere, in English translation, of Zbigniew Rudzínski's Manekiny. A 90-minute-or-so chamber opera, it was first given in Warsaw in 1981 and thereafter in several European cities throughout the decade — this, in a small way, is one of opera's real success stories of

The performance, delivered with economical address with economical address and total commitment by Anne Manson (conductor of the eight-player Mackienburgh Orchestra). John Abulatia (producer), and an excellent young cast led by the poetically velvet-voiced bass Brian Bannatyne-Scott, does a good deal to put across the work's curious charm.

Rudzinski (b. 1985) drew his libretto from an episode in the autobiography of Bruno Schulz, a Polisb-Jewish writer killed during the last war. Jacob (evidently based on Schulz's own father) is the central figure, a Jewish tailor who retreats from harsh reality to a world of fantasy in which his dummies can be brought to life at will and imbued with fairy-tale

existence.

A bossy maid Adela, who periodically bursts in to spoil the gamee, is transformed into Magda Wang, "lady with the whip;" the two seamstresses Polda and Paulina, who speak-sing in arch repetitive chatter, seem to link the worlds of reality and dream. These collide at the climax, when the dummies threaten to seize their independence; in a seize their independence; in a coda Jacob ponders the mystery (a much-repeated

The strengths of the work are its skilful placing and mingling of levels and styles, in both plot and score, and the in both plot and score, and the extraordinary varieties of magical, toybox dramatic atmosphere, glittering, tranced, or zany-lyrical, conjured up in a small space out of the tiny band. The use of string tremolos is both apt and tongue-in-cheek, and so is the infusion of popular-music pastiche into an idiom bounded at one end by the pre-serial Schoenberg and at the other by Bartok and Shostakovich.

Rudzinski, on this evidence.

word) of existance.

Rudzínski, on this evidence is a composer of considerable craftsmanlike gifts, including a teal feeling for musico-dramatic pace and timing. What I falled to glean is what his work is actually about, beyond and benath its playful facade. Read in translation, the libretto comes

caught from the singers' mouths (and, on Wednesday night, a fair amount of it could not be caught) the words prove unilluminating of the reasons for the "sadness found in these clownlike Golems" and the "spirals of yearning" that urge Jacob on in his fantasy — and the music fails to make up the

across as poetastic waffle:

On a first encounter Mannekins seemed to me, indeed, a not very interesting opera, expertly and intricately tricked out. On the other hand, the opportunities it offers to a small company are so profuse - and here so admirably well seized - that a visit to one of the three remaining performances can be honestly recommended.

Max Loppert

Barseg Tumanyan

When the Wigmore Hall undergoes its refurbishment, its major management might consider raising the roof if they intend to invite Barseg Tumanyan back for more recitals. The young Armenian bass, who scored such a hit at the charity gala in aid of the Armenian Earthquake Fund at Covent Garden in 1989, has a voice and personality that full well shook the fabric of the building from the rafters to the foundations on Wednesday

right.

Tumanyan has, in short, a stunning voice. There was no question as to whether a whole evening in the company of a single bass voice would

hold the attention. His range is excitingly wide, from a deep bass A to a G flat at the top and in between there is not a muffled or woolly sound to be heard. This was singing charged with electricity, its voltage only occasionally being lowered so that the voice might briefly be muted for a soft phrase or two.

To point out just one other sterling feature, Tumanyan's breath control is mightily impressive. This will obviously stand him in good stead in the opera-house and, to judge both from the good points and the less good ones of this recital, that is where his future career lies. The way he

has of summoning his full reserves of power at the beginning of a long paragraph and sweeping forwards with ever more intensity calls out for the operatic roles of

To this otherwise splendid

feat there is, however, a reverse side in recitals. Most of the songs that the singer included in this singer included in this wildly diverse programme ended up as public statements. even if they started inwardly. While the aria from Rakhmaninov's Aleko was thrilling in its power and intensity, songs by Chaikovsky and Kabalevsky were not necessarily intended for the same intended for the same

treatment, even if the pianist, Grigory Shahverdyan, went along with it. Nevertheless Tumanyan

is a persuasive and forceful

entertainer. After a couple of dark, brooding Armenian songs it was little short of outrageous to plunge into the American razzamatazz of Gershwin and Hagman. Nor does he need to sing every item at full throttle, but the high spirits were quite irrepressible. A real performer: even the hoary, old "Song of the Flea" sounded as if he was really enjoying it. Richard Fairman

June 22-28

Cunning Little Vixen is con-ducted by Simon Rattle. Latest ducted by Simon Ratile. Latest round of the company's much-revived La Boheme production by John Copley; Antonio Pappano (house debut) conducts. English National Opera, Collseum: no performances until August. Ballet. At the Collseum the Kirov Ballet is glorious in The Sleving Beauty on Friday and Steping Beauty on Friday and Saturday, then brings in the jolly Le Corscire on Monday to Wednesday. At Sadler's Wells, the astonishing Spanish troupe Cumbre Flamenca is splendidly on view.

Théâtre Royal de la Monnaie. Richard Strauss's *Der Rosenkava*hier performed by the Monnaie opera and orchestra conducted by Emil Tchakarov, sets by Carlo Tommasi, staged by Gilbert

Antwerp

Koninklijke Opera. The Royal Flanders opera in Tchalkovsky's Eugene Onegin conducted by Rudolf Werthen and staged by

Liège Théatre Royal. The Royal Wal-

Opera. Lohengrin, produced by Götz Friedrich will have its pre-miere this week conducted by Jesus Lopez Cobos. La Bohème, Tosza, the ballet Notre-Dame de Paris and Rigoletto.

Opera. Two ballet performances of John Neumeter's Ein Sommer

Frankfurt

Opera. The successful La Cle-menza di Tito production by the Lievi brothers. Further performances of R Barbiere di Siviglia.

Die Hochzeit des Figaro produc-tion, expertly conducted by

Sevilla production. Also Macbeth. Mundeh

International Dance Gala. Feat-uring: Ballet Lirico Nacional,

Thurs, Fri) Centro Culturalde la Villa (578 28 92).

Gran Teatre del Liceu. Les Contes d'Hoffmann by Offenbac conducted by Eugene Kohn.

Cavani's conventional but well received production of Verdi's La Traviata, conducted by Ric-cardo Muti. (80.91.26).

Plazza del Popolo e Pincio. Open-air baroque festival dedi-cated to Queen Cristina of Swe-den, who made her triumphal entry into Rome in 1655 through the gate at Piazza del Popolo (Thur) (4515521).

Florence

Teatro Della Pergola. Last opera at this year's Maggio Musicale is Jonathan Miller's splendid production of Mozart's Don Giov anni, conducted by Zubin Mehta

(2479651). Testro Romano di Piesole, Maggiodanza opens on Thursday with three works in honour of the World Cup: a recent work by Soviet choreographer May-Murdmaa, a new version of the Ballets Russes work Jaux to Debussy's music by Italian chore-

ographer, Virgilio Sieni, and a revival of a late 19th century ballet *Sport* (2779236).

Teatro Tenda at Ployro d'Armi. The Teatro Regio ballet company in a reconstruction of Filippo d'Aglie's Il Gridelino, Gianfranco Paolusi's La Ciara and Grand *Pas Romantique* to music by Adopihe Adam with choreogra phy by Fernando Bujones; and Patrick Dupond's Ballet Français de Nancy with works by Ulysses Dove, Kenneth Macmillan and

Teatro Mercadante. A new pro-duction by Giacomo Battiato of Mozart's Cost Fan Tutte, con-ducted by violinist Salvatore Accardo, and a concert perfor-mance of Monteverdi's Orfeo conducted by Peter Neumann.

Kiev Ballet: Nutcracker (Mon, Tues); Swan Lake (Thurs). Showa Women's University Hitomi Memorial Hall, near San-

SALEROOM

Diamonds sparkle Christie's re-established collector Louis Winans.

London as an excellent place to sell expensive jewels on Wednesday night. It set a new auction record for this market of almost £13m. far exceeding the record £5m it brought in at an equivalent sale a year ago. It has set itself a high target for next The gathering of the international rich for the

London Season, for Ascot, Grosvenor House, and the like, prompted the timing of the sale but Christie's cannot have imagined that it would have such exceptional items to dispose of. The star lot was the so called "Agra" diamond, a 32.24 carat pink diamond (the seventh largest pink diamond known) which was sold to the Siba Corporation of Hong Kong for £4.07m, a record for a pink diamond.

The story is that Babur, the Tiger Emperor who conquered India in the early 16th century, acquired the diamond in exchange for sparing the lives of the family of his defeated rival, the Rajah of Gwalior. It came to Europe in the 19th century and in 1844 the Duke of Brunswick paid £13,670 for it, an enormous sum but then it weighed 41.75 carats. On his death 30 years later it changed hands for just £2,284, and later belonged to the great

passing on his death to Wednesday's mysterious seller,

garden during the War.

The Agra easily beat its estimate of £1.5m as did The Golden Drop, a yellow diamond of 18.49 carats, which changed hands for £2.2m, a record for a yellow diamond. The only disappointment was a Burmese ruby, weighing 29.95 carats, an exceptional size for a ruby. It was expected to make £2.2m, but bidding petered out at £1.6m. The sale was packed with

interesting historic jewels. One that did particularly well was a Victorian emerald and diamond brooch, made up around 1880, which sold for £528,000. It was also owned by Winans, whose family money came from building railways in Russia. The quality of the emeralds reflects his magnificent eye. An emerald and diamond necklace, created for an English aristocratic family around 1810, made £396,000. It is believed to be composed of stones from the French Crown jewels, which were sold off at the Revolution.

Most of the major lots

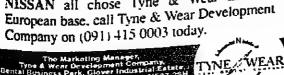
were bought by the dealer Graff, who will keep them for

Antony Thorncroft

- The 20% capital assistance available to businesses setting up or relocating in the Tyne & Wear area?
- and lower overheads? (c) The availability of prime sites and factory space with excellent communications to all parts of Great Britain, Europe and the rest

(b) The large pool of available skilled labour

of the world? If you want to know why major manufacturers HASHIMOTO, KOMATSU, MITSUMI and NISSAN all chose Tyne & Wear as their



ARTS GUIDE

OPERA AND BALLET

Royal Opera, Covent Garden:
The first production in London
for more than a century of Rossini's Guillaume Tell is by John
Cox, conducted by Michel Plasson. The triumphant new production by Bill Bryden of Janacel's
Cumning Little Viven is con-

lonia opera in Puccini's Manon Lescaut, staged by Pierre Fleta.

Hambury

Opera. Last performance of Jean-Pierre Ponnelle's wonderful

Opera. The lively Barbier von

Opera, Rigoletto, Also Richard Strauss's Die Liebe der Danae and, in repertory: Die Jungfrau von Orieans.

Teatro Alla Scala, Slightly sinis-ter production of Tchalkovsky's Queen of Spades by Rus-sian/American cinema director Andrej Koncialovsky, set in a twilight 18th century, designed by Ezio Frigerio. Also Liliana Cayani's conventional but well Béjart (517786). Napies

American Bailet Theatre. The Soth anniversary season con-cludes with Sleeping Beauty. Opera House at Lincoln Center (362 6000).

geniaya. (780 5400).

Balinese Dance. Kecak dancers from the village of Teges perform at the Reiganji Temple (Thur)

FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9HL Telephone: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Friday June 22 1990

Too little, too late on EMU

EVER SINCE the Madrid Summit of June 1989, the UK Treasury has been searching for the philosopher's stone: a proposal that would turn Mrs Thatcher's opposition to Mr Delors' vision of European economic and monetary union into an acceptable alternative to it. The proposals from the Chancellor of the Exchequer represent another failure, but

not an irredeemable one.
The Treasury's first alternative, "the evolutionary approach to EMU," of November 1989, was based on the idea of competing currencies. The second version is competing currencies with frills, the main the trible and parallel currency, the "hard Rcu." The proposal is too little and has come too late. If it had been advanced a year or more ago, the story might have been different, though even this is uncertain. though even this is uncertain.
The notion of a parallel currency "called the ECU" was,
after all, explicitly rejected in

the Delors Report on EMU. Obtaining the desired response will not be made any easier by internal contradictions in Mr Major's remarks. He argues both that the lack of accountability of the proposed Eurofed is "unacceptable" and that the proposed single mone-tary authority will not deliver the inflation performance that "the Community will need in future." Yet it cannot have escaped the attention of the denizens of Great George Street that accountable central banks, if by that is meant anything like the present Bank of England, have a dismal record of inflation control.

Sensible suggestion

The fundamental objection to this proposal is that purely market-led penetration by new currencies does, in normal circumstances, occur at a glacial pace. The hard Ecu, a new cur-rency that is unlikely to be any better than the D-Mark, would probably remain marginal for decades. Furthermore, the lat-est British proposals are a variation on the current exchange rate mechanism, of which the UK is still not a member. Thus, neither in their substance nor their origin are they likely to attract much of a welcome elsewhere in the EC.

This would be a pity, because a version of these pro-

posals could prove useful in the transition to EMU and deserves serious discussion at the forthcoming EC summit in Dublin, Mr Karl Otto Pöhl, President of the Bundesbank has recently recommended a two-tier movement to EMU. The suggestion is economically sensible, since the capacity of, say, Greece and Portugal (not to mention the UK) to enter full EMU in the near future is vastly less than that of Ger-many, France and the Benelux.

New currency

So let a treaty be agreed at the inter-governmental confer-ence starting this December, that would establish the EC's new central bank the Eurofed, but stipulate that its members would be countries prepared to proceed at once to stage three of the Delors plan for EMU. These countries could then move to adopt a new currency which would automatically become Mr Major's hard Ecu-To distinguish it from the cur-rent Ecu, perhaps the new cur-rency should be called the francfort. Other members of the EC could link their curren-cies to the francfort via the cies to the francfort via the ERM. When they feel able to join EMU, they would exchange their currencies for the francfort and take their place in the Eurofed.

The virtues of this approach

are several. First, a hard currency that is also the currency of the inner five would have huge and immediate attrac-tions to the market. Second, tions to the market. Second, only countries using the francfort would decide its monetary policy. Third, each member country could choose what it wants: to be in EMU or not and, correspondingly, have more or less influence on the EC's monetary policy. Last, but not least, the path to EMU would indeed, be evolutionary. The British Government would lose its capacity to slow

would lose its capacity to slow the progress of those who do not, like Mrs Thatcher, see the single currency as something for the next generation. The UK might, instead, decide to be part of the first and not the second tier. Unfortunately, it would also have to show far more seriousness about the control of inflation than its allegedly accountable institu-tions have ever done in the

The risks to press freedom

enterprise, owing nothing whatever to the public. It is therefore affected with no public interest. It is emphatically the property of the owner, who is selling a manufactured product at his own risk." This classic statement of the free-market view of newspapers, made by W.P. Hamilton of the Wall Street Journal, is worth recalling, not because it is a complete description of the role of the press, but because it underlines one important aspect of the industry. Nobody is compelled to buy newspapers, or any particular newspaper. It is a competitive market.

A different view is that there

is a public right to the free dissemination of information and newspapers exercise that right on behalf of the public; though privately owned, they have public responsibilities. It is the Government's job to safeguard the freedom of the press; newspapers must exer-cise that freedom responsibly.

This second view is reflected, for example, in the existence of a self-regulatory body for British newspapers, the Press Council, and in rules on newspaper mergers; excessive con-centration is seen as a potential threat to press freedom.

Up to now governments have left it to the newspapers to decide how to balance their freedom with their public responsibilities. Newspapers are free to go about their business as long as they stay within the law. Governments have rightly eschewed statu-tory intervention. on the grounds that damage to press freedom would far outweigh any gain in more responsible behaviour.

The great danger with the Calcutt Committee's report on privacy, published yesterday, is that it appears to open the way for statutory control.

Curb abuses

The committee was asked to consider what measures might be needed to curb abuses by the press, particularly in the area of privacy. In its response it has sought to uphold the principle of free speech and expression, but to deal with specific abuses. Thus it rejects proposals for a statutory right of reply and for a tort of infringement of privacy, but

intrusion should be made crim inal offences.

On self-regulation Calcutt recommends the replacement of the Press Council by a tougher Press Complaints Commission which would have stronger powers to deal with complaints and would implement a comprehensive code of practice. This body would have different procedures and composition from the Press Council; it would, for example, abolish the waiver by complainants of their legal rights, a change which might make newspapers reluctant to co-operate in the commission's inquiries.

Last chance

The report declares that the press should be given one last chance to make voluntary self-regulation work; it then points a gun at the industry's head by prescribing how and in what form, following a failure of self-regulation, a statutory sys-tem would be introduced. If maverick publications persistently decline to respect the commission's authority, the commission itself would be placed on a statutory basis, with limited additional powers. if, more seriously, the press as a whole fails to establish the proposed commission within a year, or if "a serious breakdown of the whole system of self-regulation rendered the commission ineffective", it would be replaced by a statu-tory tribunal. This body, which would have judicial status, would have the power to require publication of apologies, to award compensation and to restrain, through injunctions, publication of material in breach of the code of practice.

By making the transition to statutory control so easy (and even likely, given the difficulty a disunited newspaper industry will have in agreeing to the terms of the new commission), Calcutt may have done a disservice to press freedom. Controls on the press may be politically popular, but that does not make them in the public interest. Before setting out on the path mapped out by Calcutt, ministers, parliament and the industry need to consider how much damage might be done to one of the essential institutions of a free society.

ven living legends can get

For the past decade Mr Lee lacocca has personified not only Chrysler, the US car manufac-turer which he heads, but the businessman as American folk hero: the son of humble Italian immigrants whose marketing genius rocketed him through the ranks of the car industry until he rescued one of country's biggest companies from the brink of

But now Mr lacocca faces his toughest test since the company's fortunes reached an all time low 10 years ago: its market share has been slipping, its profits are slim, a leading credit-rat-ing agency has downgraded its debt, and in recent weeks it has been hit by the departure of several top executives, including Mr Gerald Greenwald, the heir apparent to the 65-year-old

At the very least the company faces a ferocious battle over the next few years to hold its own in the US car market. "It's going to be a very hard fight for them," says Mr Mike Flynn, of the University of Michigan's Transportation Research Institute. "Every one of their market segments is under heavy attack."

Some industry observers question whether over the long term Chrysler can survive as an independent company, and many believe that at the very least it will have to join forces either through a joint venture or share swap — with another big pro-ducer. Flat of Italy is deemed the strongest candidate. The US company refuses to comment on industry sug-gestions that intense talks are under gestions that intense talks are under way with the Italian manufacturer, though as Mr Steve Miller, Chrysler's top financial officer, observes, it is "quite possible in future we will do something with them."

All this negative publicity draws a rare flash of irritation from the coolly

composed Mr Robert Lutz, president of the group's motor manufacturing operations, who slaps the arm-rest of his chair and declares: "The perception of Chrysler is far worse than the reality. That is our higgest problem."

Certainly, the company's position today does not bear much relationship to the 1979 bankruptcy crisis when it headed into the worse recession for decades with antiquated plants, extremely old product lines and virtually no cash in the kitty.

Moreover, some of Chrysler's current difficulties are common to the other two hig. IIS mater manufacture.

other two big US motor manufactur-ers - General Motors and Ford. All three are fighting to maintain market share at a time when the US industry is suffering from severe overcapacity, due to the slow growth of the domes-tic economy and expansion of local manufacturing by Japanese compa-nies, which keep increasing their slice

All companies — the Japanese included — have been slashing prices but Chrysler is suffering the most. The reasons partly date back to the bankruptcy crisis, when it was forced to sell its European operations to Peugot of France.
Ford and General Motors not only

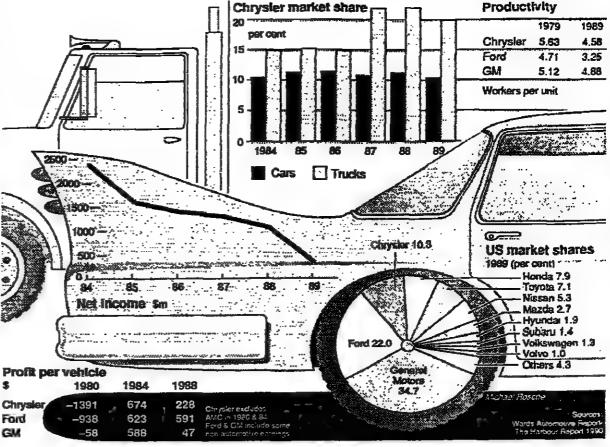
have greater size to weather the current US buffeting, but crucially, they also have the cushion of large and extremely profitable European

operations.

But the problems also stem from a series of questionable strategic moves in the mid-1980s when Mr Iacocca — by then a media star and fund-raiser for the Statue of Liberty restoration — is alleged to have let his grip relax. Chrysler bought the alling American Motors (AMC) from Renault, which brought with it the profitable

which brought with it the profitable Jeep business but also integration headaches and a big increase in the group's unfunded pension liabilities. It bought Gulfstream Aerospace in a diversification move which was reversed this year, when the business was sold back to its management. And, in a move which is now costing

Lee Iacocca faces his toughest test with the American motor manufacturer in 10 years, writes Martin Dickson



Chrysler hits a bump in the road

it market share, the company decided not to invest in an additional chassis for a new generation of vehicles.

From a product viewpoint, Chrysler's recovery in the early 1880s was due to two main factors. One was the K-car, a small, fuel-efficient vehicle with a versatile chassis which the cash-starved company was able to extend into a whole range of vehicles with a wide variety of body designs.

The other was its invention of the successful and now much imitated

mini-van, a family vehicle with the size of a van but the handling characteristics and interior of a car.

The acquisition of Jeep gave it a powerful position in another rapidly developing area of the truck market, the so-called "sports utility" segment, with four-wheel-drive vehicles appealing both to genuine country dwellers and suburban fantasists with an eye for fashion.

Chrysler now dominates the US mini-van market and is the leading player in some of the most popular four-wheel-drive segments, but competitors are muscling in to these areas of male timely high particular trains. of relatively high profits, and this seems bound to put its margins and market share (currently just under 20

per cent) under threat.
Chrysler's big slide in market share has been in cars: in the first five months of this year it accounted for 8.9 per cent of US sales, down from 10.7 per cent in the same period of 1989, with Toyota knocking it out of the number three position it has tradi-tionally held, and Honda not far

The drop stems partly from Chrys-ler's withdrawal from the market of

an old compact car, the Omni/Horlzon, and partly to a scaling back of
unprofitable car rental fleet business.
But the motor industry says the company's model range, based on the old
K chassis, is simply not exciting
enough, particularly at the top end of
the market, when set against its
rivals' offerings. And that is not likely
to change much before the end of
1992, when it starts bringing out a
range of cars based on a new chassis,
the LH.
"They will have very troubled times

"They will have very troubled times

Chrysler's big slide in market share has been in cars: in the first five months of this year it accounted for 8.9 per cent of US sales, down from 10.7 per cent in the same period of 1989

new products to come out - and then they had better be successful," says Mr James Harbour, an independent motor industry consultant in Detroit. Mr Lutz, who heads the LH programme, takes issue with critics of the current model range, saying that the basic components of the cars have been so improved over the years that it is a "fiction" that all Chrysler's models are K-based. But fiction or not, that is the widespread perception.

for the next two years, waiting for the

The company does have some new sporty vehicles in the pipeline, which Mr Lutz says are designed to counter-act the impression that Chrysler is not good at high-performance vehicles and "doesn't know where the market is at." They include the Viper, a stylish two-seater and a pet project of Mr Lutz, who has used it to experiment with new methods of product development over faster time-scales.

Mr lacocca, for his part, has launched an aggressive marketing campaign - complete with a national roadshow and a series of television advertisements - designed to press home the message that Chrysler cars are just as good as, or better than.

Japanese ones.

The American public is going to take an awful lot of convincing about that. All the US manufacturers have greatly narrowed the quality and pro-ductivity gap with their Japanese rivals over the past few years, while the Japanese have lost their price edge. But public perceptions change very slowly and many Americans still believe that Japanese vehicles are more reliable and hold their residual value better than the output of the

in any event, it would take a very large change in the market to make a substantial impact on Chrysler's profits record, which has been unimpressive since the mid-1980s; net income has fallen every year, from \$2.4bn in 1984 to \$359m last year (after a \$861m restructuring charge) on sales of

Net income was a mere \$71m in the first quarter of this year, and while the second quarter is expected to be

modestly good. Chrysler has warned that shut-downs of its mini-van plants for product changes will mean a tough third period. Wall Street me lysts suspect income for the year will be even lower than last - and that is without a further general deteriors tion in the automobile market.

Yet this comes at a time when Chrysler faces a Sisbn five year new product development programme and has to service some \$180n in long-term debt and unfunded pension fund habilities - a background which has just prompted Standard & Poor's the credit rating agency, to downgrade the company's deht, together with that of Ford.

This too has uritated Chrysler, Mr Milier points out that the company currently has about \$4.5bn in cash one of its highest liquidity levels ever and he insists it plans no addi tional external debt or equity: finance. ing for the live-year product pro-gramme, which can be funded out or

One reason, says Chrysler, is that the company is making good progress with a programme to cut \$1.5km of costs from the system. Some is coming from plant ciosures, some from reductions in white collar staff and closer monitoring of healthcare

Equipment suppliers' costs are under pressure too, though Mr Lutz invests this is being done in cooperation with the manufacturers, who are being given much more responsibility for engineering their products;

But while all this is beipful. Carys-ler's dependence on the US severely limits its profitability Mr Lutz says it makes more per unit on the 500m cars it is exports to Europe than it does from alentical models in the US. It is anxious to expand in Europe and lacking the muscle to do so alone, has numerous piecemeal co-operative efforts in train. But, on the right terms, it could clearly benefit from a more sweeping relationship with a foreign partner.

The company already has a close relationship with Mitsubishi, including a joint manufacturing operation in the US, but Chrysler sold half its 21.6 per cent stake in the Japanese company lest autumn and rumous persist that relations are cooler than they once were, denials from Chrysle notwithstanding. It also surprised the industry recently by scraping the joint venture to produce a new min-sports utility with Renault.

It is believed the most likely posen tial partner is Fiat, which has no US dealer network of its own and is using Chrysler as the American distributor of one of its upmarket Alfa Romeos Chrysler, for its part, could gain Euro pean exposure, help with new product developments and access to Figt's small, successful Tipo model to fill the big gap it now has at this end of

Against this background, the sud den departure of Mr Greenwald, the heir apparent, to join an employee buy-out team at United Airlines, will have knocked company morale, espe-cially when set alongside the departure of three other leading executives for apparently unrelated reasons.

Mr Incoces was quick to say that he would be staying on for an indefinite; period beyond the end of his contract in December 1991 to "see the (sales: battle through" and put an orderly succession plan in place. The front runners to replace him are Mr Lut; and Mr Miller, who have both taken on parts of the Greenwald portfolio. Most observers favour the product man over the financier. man over the financier.

That assumes Mr facocca is pre-pared to retire in the foreseeable future. But if he wants to go out on a high note he might have quite some time left to serve - unless, with a next turn of the historical wheel, he can fashion an Italian ulliance that leaves the lucocca legend more or less

A touch of Angst

■ Readers of the New Yorker. which still carries some of the best writing in American journalism, may have been struck by the newly-serious tone in the The Talk of the Town section.

in recent months the lead item in the Notes and Comment column has tackled Presi dent Bush's first speech on AIDS, Oliver North's Iran-Contra diaries, the invasion of Pan-ama and Soviet casualties in the Second World War. All weighty, worthy subjects, but not the sort of material one associates with a magazine whose elegance, wit and charm was best captured by James

Thurber.
Is something up? Adam Gopnik, a staff writer on the New Yorker and one of several con-tributors to Talk of the Town, is at a loss to explain. Surely, he says, readers must remember Jonathan Schell's searing attacks on the Vietnam War which appeared in Talk of the Town 25 years ago? By Gop-nik's account, Talk of the Town was only light-hearted in its first 15 years, until the Second World War broke out. "We've been serious since 1940 and intensely serious for a

quarter of a century," he says. Another point, he adds, is that casual readers may be merging Notes and Comment with the rest of the Talk of the Town column. In fact, the two are quite separate. There are two small black dots known at the New Yorker as the Berlin Wall – which signal

the switch. It sounds plausible enough. But there is a still a feeling among the cognoscenti that Talk of the Town's style and tone have become, well, just that little bit severe, perhaps

even pompous. Try this recent introduction, for example: "Not since before the Second World War has the United States been as peripheral on the world stage as it is now. A major drama is tak-

Observer

ing place in the Soviet Union and we are not involved in it." The American east coast élite is getting Angst again.

Cost of Rock

■ Lord Cobbold, the owner of Knebworth Park in Hertfordshire where an open-air charity rock concert will attract 120,000 people next week, has been charting the changed public attitude to such events. He says that they were considered a "bit way out" in the early 120ks but incise that early 1970s, but insists that they are now sedate affairs,

complete with corporate hospitality tents just like Wimbledon. The licence which Cob-bold had to obtain to stage the event runs to six pages and 60 conditions; the bill for police supervision amounts to \$61,000

Chinese style

Zhou Nan, Peking's de facto ambassador in Hong Kong, is acquiring a growing reputation for literary erudition. Hav-ing devastated British guests at a recent private dinner by out-quoting them on Chaucer. he deftly handled a suggestion at a chamber of commerce hinch that China's Peoples' Liberation Army should be renamed the Chinese Military Army in Hong Kong when it is stationed in the territory after 1997

"What's in a name?" he said "That which we call a rose, by any other name would smel as sweet." (Romeo and Juliet, Act II, Scene 1.) For one of the first times since he arrived in Hong Kong four months ago, his words were met by laughter and applause.

Best of Japan ■ Takeshi Ohta often describes his job as that of bag carrier,

translator and international



telephonist. As deputy governor of the Bank of Japan with responsibility for international relations for the past four years, Ohta has had one of the more challenging roles in central banking. Squeezed between foreigners demanding more liberalisation from Japan and protectionists at home digging in their heels, he has made and kept friends on both sides

Coming from the school of Japanese bankers whose foreign experience has been mainly in the UK where we knew him well - he has had two postings in London during his 38 year BoJ career - he is as comfortable in the clubby atmosphere of central bankers monthly meetings in Basle as in the more taut gatherings of top Japanese financial offi-

Ohta has always had time to explain the intricacies of Japanese economic policy to visitors high and low to Tokyo In the high season, which, he says, now means all year round except summer and year-end holiday periods, he averages three foreign visitors a day. Ohta retires at the end of this month, but hopes to find something that will keep him involved in international affairs. He also looks forward to more time to read and go to concerts. "When I am depressed, I listen to Beet-

hoven. When I am happy, I prefer Mozart or Bruckner The new bag carrier is Mikio school: a former Fulbright scholar, Japanese alternate director at the International Monetary Fund and BoJ chief representative in New York.

After 15 years in the City, much of it as head of the mining team at Kleinwort Benson Securities, Mark Wellesley-Wood is giving up his Klein-wort directorship and moving to the Geevor mining group as managing director. In his valedictory letter to clients, he reminds them of

Mining tips

"the Wood theory of mining investment" which contains such gems as "never buy shares in a company whose chairman has either mono-grammed cuffs, a large dress ring or a gold Rolex. The last two are likely to contain more gold than the company's ore reserves."
There is also the advice:

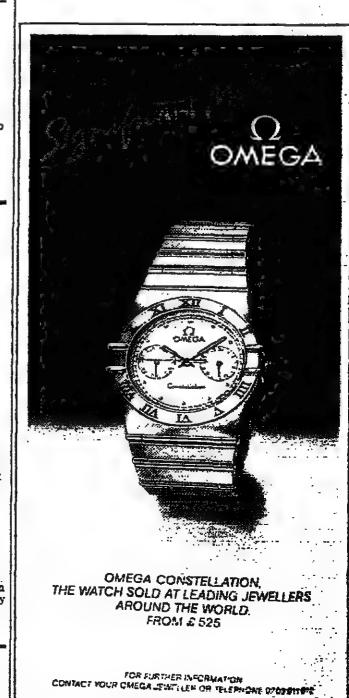
Buy when everyone else says sell and sell when the relevant commodity is featured on the front page of the Financial Times."

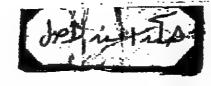
And a mining company's

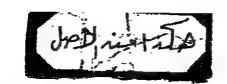
annual report must contain at least three photographs of the chairman in bush shirt. *Preferably he should be surrounded by a gaggle of geologists. These can be rented from a university for the day as they are of no practical use to the company for the rest of the year."

Tiddler

A press conference in Brussels this week on Saving the North Sea Herring was organised by . . . Robert Carp.







ne of my most dog-eared books is the American classic The Joy of Cooking, after which the unreadable The Joy of Sex must have been named. This week we have a book entitled, simply, Capitalism is should have been The Joy of a sitelism.

Capitalism.
The author, Mr Arthur Seldon, The author, are Arthur Seldon, cheerfully concedes that his ideal economy has defects, but, he argues, it beats any alternative route to a happy and long life for most people. He compares capitalism's achievements with the desolation, hunger and imprisonment, or worse, that is suffered under socialism. You might see that you eat better, and have sy that you eat better, and have more time for high jinks, in the West than in the dreary, authoritarian, old East Better yet, the more capitalist the western country in which you live the more plenteous will be your joys. We should follow such reasoning, should we not? Yes and no. Mr Seldon

should we not? Yes and no. Mr Seldon was the backroom academic of the institute of Economic Affairs between 1956 and 1988; the front man was Raiph Harris, now The Lord Harris of High Cross. The IEA had an unpromising beginning. It was surrounded in its early years by what seemed the self-evident truths of the mixed economy and the corporate state. It was self-evident truths of the mixed economy and the corporate state. It was regarded as a house of eccentric cranks. Partly as a result of its patient proselytizing it is seen today as having been one of the most potent think-tanks of the postwar era.

There are IEA equivalents in many other countries. The mainly Austrian economists and the many lesser-known writers who have underpinned its philosophy and contributed to its

intown where who have underpinned its philosophy and contributed to its publications have done as much to shape the last two decades of the 20th century as Karl Marx did for the first eight. Socialism, the IEA's formerly powerful single enemy, is on the retreat. Mr Seldon is still chasing effect which in exercic concernity. after it, relishing every opportunity to give it another kick up the backside. A true inquisitor finds vestiges of the devil everywhere: Mr Seldon still sees socialism all around him. This is inevitable, given his definition of the term. What he really means is govern-ment, any government, central, local, democratically elected or not. All gov-ernment is socialism; even the British eriment is socialism; even the firitish Conservatives under Mrs Margaret Thatcher are tainted, although less than their predecessors. "I define capitalism as the system that makes as little use of the political process (which creates socialism) as necessary and as much use of the market as possible," he writes. "Conversely socialism makes as much use of the political process as it can without political process as it can without arousing public revolt and as little use of the market as is required to maintain tolerable productivity and minimise politically dangerous priva-

The essence of Mr Seldon's case is that the price mechanism is more powerful than the vote, which is exercised at infrequent intervals. Under the political process, bureaucrats rule. Educated, middle-class people can manipulate bureaucracies to their own advantage; others are less well-equipped. Notes and coin, on the

POLITICS TODAY

Limits to the power of the purse

By Joe Rogaly



'industrial policy," with its subsidies, picking winners, and so on. Listen to ler Brown and you feel he could be a

minister in a Swiss cabinet.

The social services are another story. Mr Seldon would like Thatcherism squared; Labour is in the opposite mood. Take pensions and housing. The Conservatives under Mrs. Thatcher have tried to privatise pensions, hesitated, and tried again, using taxpayers' money to bribe people to take out personal pensions. Labour would reverse this process: we Labour would reverse this process; we must conclude that taxpayers' money would be splurged at paying out time. The Conservatives have led the way to freedom from local housing officers with their right-to-buy schemes, but they have failed to develop cheap rented housing, either through subsi-dies or a wholehearted liberalisation of the private sector.

The Tory manifesto will probably

contain a further plan to transfer contain a further plan to transfer houses and apartments from the municipal rent archipelagos to private ownership. This would work along the lines now being tried in Scotland, of converting rent into mortgage payments. Labour knows it would be folly to oppose such a scheme. It also shows some understanding that housing associations are preferable to local councils as a mechanism for subst. councils as a mechanism for subsi-dised rentals, if rents rather than individuals must be subsidised.

Even the Prime Minister has shrunk from privatising education and health care, although she has attempted to inject market discipline into both of them. This is where the Whig anarchist vision comes into con-flict with political reality. Opted-out, self-governing schools and hospitals are not popular and for that reason may not be workable. As the election has come closer the Government has gone quiet about both ideas, it is of little consequence. Neither constitutes a true offshoot of capitalism. Both provide ersatz competition.

People who make such observa-tions, and also reject privatisation, must answer Mr Seldon's charge, which is that most people in Britain are trapped inside health and education systems whose bureaucrats make bad decisions for them. Go to an NHS clinic or a state school and you will see what he means. I would propose experiments with education vouchers, giving every parent equal purchasing power; and, possibly, theoretical work on a universal medical insurance plan, giving every patient the power of the purse. It would be a surprise to see either proposal put forward during the next election campaign.

We are left with what Mr Seldon calls "unavoidably collective func-tions," in preference to "public goods." Pure IEA theology would no doubt restrict these to defence, state security, possibly although not certainly the issuance of notes, and perhaps the maintenance of traffic lights.

Even with additions of other mini-malist items, such a list is absurdly short. It is open to question whether capitalism would survive without a capitalism would survive without a mechanism for redistributing some income and wealth, which the author allows for while showing a distinct preference for the "deserving poor." The market does not seek out the elderly, the lame, and the inadequate: there is no option but to accept the bureaucracy that goes with giving them the money. The appalling cruel-ties of the constricted US system of welfare speak for themselves. Anyhow, if you do not make some trans-fers the theory based on the power of the purse collapses.

It is also not yet clear how much bureaucracy will be needed to administer policies for protecting the envi-ronment. This is true whether you use taxes, charges, tradable permits, or regulatory agencies. Everyone is at a loss. The white paper being prepared by the Conservative Secretary of State for the Environment, Mr of State for the Environment, Mr Chris Patten, is now in typescript, at about 300 mostly-agreed pages long. Its short first chapter is, however, heading for its 12th draft. It sets out mostly-disputed first principles and definitions. What is the "precaution-ary principle?" What is "sound sci-ence?" What is "sustainable develop-ment?"

The market cannot answer such questions; elected representatives must try. There are many market fail-ures, of many different kinds. In western Europe the generally accepted list of necessary functions of government, central and local, is quite long. That is why we need a think-tank that concentrates on making the political pro-cess less unsatisfactory. Perhaps the Institute for Public Policy Research will fill the gap. But they should be warned: a heavy volume entitled The Joys of Social Democracy would seem, on the face of it, to lack sparkle.

*Capitalism. By Arthur Seldon. Basil Blackwell. 419 pages, £19.95

LOMBARD

How to reform eastern Europe

by Michael Prowse

economic reform in eastern Europe is not in doubt: just about everybody wants to create prosperous western style market economies. The perplexing question is how to get there from here. At present, highly-qualified western economic advisers are blundering around like blindfolded men in heavy traffic. Some have experience of devel-opment in the Third World but none know how to bring about a smooth transition to capitalism in a mature centrallyplanned economy - for the simple reason that this has

one obvious point, which is rarely mentioned, is that the rules which guide the efficient operation of market economies are not necessarily useful in hydroging, about a transition. bringing about a transition from a quite different economic regime. The old saw that econ-omists too often assume their problems away is particularly relevant in thus context. Some of the more ambitious reform proposals appear to presume that price mechanisms, profitmaximising instincts, financial expertise and so forth already exist and are simply waiting to be liberated. This is almost cer-

tainly not the case.

If western economists want to offer useful advice, they should start by reviewing our experience with centrallyplanned monoliths. The most enlightening example is Britain's National Health Ser-vice, which is still the largest vice, which is still the largest civilian employer west of the Urals. The parallels with eastern Europe are striking. In the NHS: the means of production are state-owned; decisions about what to produce, how to allocate inputs, and what to pay people are made centrally. pay people are made centrally; there is little information about costs and no attempt to use prices to clear markets; the customer has little influence on output decisions; employees have egalitarian instincts, live in a risk-free environment and tend to be contemptuous of the world of commerce.

How did the UK Government approach NHS reform? If it had taken the line popular with some eastern bloc reformers, it would have kicked off with enormous rises in prescription

The ultimate objective of charges and big cuts in the real wages of NHS staff. This would have been followed by the decontrol of all prices - in other words charges for operations and hospital stays. By now ministers would be arguing that most of the service should be rapidly privatised and doctors turned into capitalists. Without capitalists, the argument would run, the NHS could not respond properly to market forces.

Such an approach would clearly have been disastrous. It would have alienated consumers, threatened medical hyper-inflation and led to massive unemployment of doctors and nurses. Like the recent Polish reforms, it might also have caused a 20 to 30 per cent decline in output.

So how is NHS reform being managed? The first principle is that consumers should be insulated from change, at least during the first stages. Services thus remain free or nearly free at the point of delivery. The second is that the vast bureaucracy of the NHS has to be eased gently into a competitive world. The commissioning of services is being split from their production, which will be increasingly undertaken by independent (but not privately owned) hospitals. Over time the production units will be expected to compete for contracts rather than fulfil agreed quotas. But all agree that mar-ket skills have to be learnt and that this is likely to be a lengthy process. The cost and information systems necessary if prices are to mean anything will take years to install.

The parallels between the NHS and eastern Europe are obviously forced. Health care is a very special product. The (ostensible) aim of NHS reform, moreover, is not a free market in medical services. That said, there are surely many lessons for east-bloc reformers. The most important is that a transition from central planning to capitalism can-not be achieved in a single bound. It must be phased in gradually. The sensible strat-egy is to protect consumers while taking steps gradually to increase the afficiency of pro-

Letters

Eurofed, following a period of tradi-tional humming and hawing by its government ministers at European

government ministers at European Community meetings. (The Chancellor of the Exchequer, Mr John Major, has produced a nice little initial hum and haw with Wednesday night's scheme to build on European Currency Units and leave the pound alone.)

The Labour Party wants to "foster a

The Labour Party wants to "foster a climate which encourages long-term investment," but is unconvincing about how this is to be done. The party's eloquent industrial spokesman, Mr Gordon Brown, is, however, looking to government-industry partnerships in pursuit of better training, promotion of research and development, and a development agency-style regional policy. He regards all this as alleviating market failures, The IRA may demur, but Labour's current recipes are a long way from 1960e-style

Ecu: a gambling chip?

From Professor Charles Goodhart Sir, While the details of the

hard ecu system proposed by Mr John Major, the UK Chan-Mr John Major, the UK Chan-cellor, remain to be presented in detail, it appears that the concept would involve the hard ecu being realigned alongside whichever exchange rate mechanism (ERM) currency

appreciated most.

if there is a non-zero possibility of just one particular currency – say, the D-Mark – appreciating (relative to all the others), then market arbitrage would force, subject to transacwould force, subject to transac-tions costs, the equilibrium interest rate on the hard ecu to come into line with the (ris-kless) D-mark rate. Any attempt by a European Mone-tary Fund (EMF) to set a differ-ing interest rate would be swamped by market forces.

Let us next assume, however, that there is a non-zero
possibility of some ERM currency appreciating — but we
do not know which currency.
Then, in effect, holding a hard ecu is equivalent to having a ecu is equivalent to naving a call option to purchase at par, whichever currency has actually appreciated. That option has a theoretically calculable value. Consequently the equilibrium interest rate on hard ecus would be below that of the lowest domestic national interest rates. interest rates among ERM

countries.
Thus, the terms currently stated for the hard ecu imply that it would be, in practice, a derivative asset with an equi-librium interest rate that would have to be market deter-

examinations being unsatisfac-

tory (June 19); rather less of the Scottish system of

"Highers," in the context of these being an excellent

mined, and could not be independently set by an EMF. Furthermore, at times of considerable market uncertainty about realignments, the premium from the option value could be sufficient to drive the

equilibrium interest rate below If private sector agents then have the option of exchanging nave the option of exchanging zero-yielding national currency notes for ecus at a pegged exchange rate (with the hard ecu at its upper margin), it would provide a recipe for cur-

rency chaos. It also appears that Chancel-It also appears that Chancal-lor Major would impose "an obligation on all member states' central banks to repur-chase their own currencies from the EMF for hard curren-cies." That makes such national central banks the practical writers of such call options.

As is well known, the poten-tial loss from writing options is open-ended. Seeing that no pre-mium is being received in lieu, it is hard to see why central banks should agree to take on an open-ended contingent commitment to provide (mispriced) currency call options to the

currency call options to the European private sector.

Chancellor Major's present proposal uphappily confuses two alternative objectives for the ecu; the first is as a truly separate currency, and the second is to have a deterministic link with other Furnosan Currency. link with other European cur-

The result, alas, is a mess. Charles Goodhart, 9 Upper Phillimore Gardens,

Maybe brasshats should pause From Mr P.H. Twyman. where the increase in Sir, You report (June 14) that UK Ministry of Defence has been come of ment costs

UK Ministry of Defence officials and RAF officers have attacked the suggestion, made by Mr Alan Clark, their minister, that Britain should think in terms of simpler and

cheaper weapons.

It is a pity that these officials had not read the previous day's edition of your newspaper, which juxtaposed the report of Mr Clark's speech with a summary of the House of Commons Defence Committee and in the development of the development o findings on the development of a new generation of missile a programme which has slipped by three years or more,

has been some 65 per cent, and the full development had begun without the certainty that key aspects of the requirement would be feasible

Perhaps the brasshats should pause and reflect further on their minister's suggestions — and avoid knee-jerk reactions. As a knee-jerk reactions. As a taxpayer, I want our armed forces to be effective - but not at limitless cost - and it seems to me that Alan Clark has got the balance right. P.H. Twyman, 129 Minnis Road, Birchington, Kant

Credits to safeguard defence

From Mr D.M. Evans. Sir, As a professional defence analyst specialising in Warsaw pact affairs I have been reading your articles on eastern Europe and the Soviet Union, and your articles on the defence issues in Nato with a great deal of interest. I congratulate you on the high standard of the work.

Current debates about "peace dividends" and cuts in UK forces are missing a point,

In overall terms, cuts in forces can lead to enhanced security by the judicious allocation of the funds released to bolster newly emerging eastern European democracies.
Historically, it was British
policy to rely for its security
on the Navy and the
maintenance of a balance of
power on the Continent. This balance was achieved through alliances and by encouraging the friendship of various states through economic subsidies. Thus, during the Napoleonic era it was British subsidies, for

instance, which maintained the ability of Prussia to stand up to the French; British subsidies also greatly assisted the Russians during this time. I suggest that it would be in the UK's interest, and that of Nato, to ensure the stability of

eastern European democracies by generous credit agreements to help them through the painful transition to a market

In this way a buffer for western Europe against the possibility of a resurgent Russian threat could be obtained. In addition the maintenance of stability in eastern Europe and

Balkans would do much for Balkans would do much for European security in general. A cut of, say, of 25 per cent in the UK's defence budget would free about 25bn a year for this purpose. It would also help to defuse accusations that the UK is "dragging its feet" on arms

Moreover it would also Moreover it would also satisfy the UK Treasury, which is certainly looking for real cuts. The present moratorium is increasingly likely to be followed by, or to be accompanied by, a defence review in all but name. Any cuts made would, I suggest, enhance the UK's and western Europe's security to a greater extent if the money

were spent on economic subsidies in this way rather than by comparable spending directly on military forces.

That the east Europeans would accept such subsidising linked to implicit political conditions should not be doubted even the Russians are now looking for credit and are prepared to be "bought off" -if reports of proposals of a \$760 credit agreement with Born in return for German unification

are to be believed. It may be necessary, for the sake of saving national face, to hide the fact that the objective is ultimately to secure western security interests, but that should not prove too difficult. especially if loans were issued through the new European Bank for Restructuring and Development. The very fact of stable east European economies would in itself help to safeguard the west.

D.M. Evans,



New Ideas, New Performance Polymers, **New Technologies** New technologies require new perfor- With our worldwide experience and For performance polymers:

cialist. Using EMS performance polymers, our customers manufacture new products; superior, more sophisticated and more successful products. Our customers - they are electric and electro- EMS the name you can trust. A Swiss packaging, sports and leisure industries. reliability and customer service.

mance polymers. Here EMS is the spe-technical support EMS leads the way in solving problems wherever the highest standards in performance polymers are

nics companies and the automotive, Company with guaranteed quality,

EMS-CHEMIE AG CH-7013 Domat/Ems, Switzerland Phone 081/36 of 11, fax 081/36 74 01 EMS-GRILON IUK) Ltd., Astonfields Industrial Estate, Drummond Road Stafford ST 16 3EL, Great Britain Phone (0785) 5912), Fax (0785) 213 068



PERFORMANCE POLYMERS FINE CHEMICALS ENGINEERING

A 120 0.3 H & Abacherii BSW Sculphure: HJ. Limbach, Der Denkpartner

method of examining 16-17 year olds in, normally, four, five or six subjects, according to ability, This is done is Scots pupils' fifth year at secondary school. Sixth year pupils can take further "Highers" or sixth year studies, which are intensive courses particujlarly suitable for those wishing to go to university or technical college (in England, a polytechnic). Universities accept three "Highers" with two ordinary

Examined in north Britain (O level) grades as entry qualifications. From Mrs Ruth Gordon.
Sir, A great deal is made of the English system of advanced (A) level school

I think pupils have a much I think pupils have a much wider knowledge as a result of the Scottish system - hence, perhaps, the proliferation of Scots in the City?

English educationalists would learn much from a

detailed investigation of the Scottish system, which would serve the needs of the children far better than the constant moaning we are subjected to about the failings of the English system. I am sure their Scottish

counterparts would be happy to assist and advise. Ruth Gordon,

Bonn go-ahead for loan to Moscow

By Katharine Campbell in Frankfurt

West German Union in a gesture that reflects Bonn's wish to lend concrete support to President Mikhail Gorbachev.

The government-guaranteed loan, further details of which could emerge today after the budget committee has given its seal of approval, will be jointly lead-managed by Deutsche Bank and Dresdner Bank, West Germany's two largest banks. The funds will be priced at,

Mr Otto Lambsdorff, leader Government has given the green light for a DM5bn partners in the West German (\$2.97bn) loan to the Soviet coalition, yesterday confirmed coalition, yesterday confirmed the banks' willingness to participate. Other Frankfurt bankers said they had not yet been approached about participation in a consortium, which will, given the political background. consist exclusively of German

> The government guarantee, without which the support from commercial banks could not have been secured, was wholly appropriate in the light of the current economic and

political situation in the Soviet Union, according to Mr Lambs-dorff. He admitted, however, that the risk to Bonn as the guarantor was not insignifi-

Trade payment delays to foreign creditors, estimated as high as \$2bn earlier this year, have underlined Moscow's eco-Mr Helmut Kohl, the West

nomic difficulties. German Chancellor, is understood to be strongly encourag ing other European heads of government to make money readily available to the Soviet

dent George Bush lent support to the idea of a country-bycountry, market-related approach, in contrast to some form of government aid reminiscent of the Marshall Plan.

The last credit advanced by West German banks to the Soviet Union was a DM3bn export finance related loan in 1988, only DM2.5bn of which had been drawn down when it expired at the end of last year. This latest credit will, however, be for broader balance of

payments financing needs, in the course of restructuring the

or close to, market levels. Clap hands, there goes Charlie

Leslie Colitt says farewell to Europe's most famous border crossing

HECKPOINT Charlie. the Allied crossing point between East and West Berlin which will be dismantled today, will remain etched in the memory of a gen-eration of Berliners long after it has gone and the city is The original checkpoint, a

hut on the West Berlin side, will be taken down in the pres-ence of Mr James Baker, the US Secretary of State, and other western foreign ministers. The nondescript metal structure came to symbolise the multiple border controls which divided Berlin. Established some months after the Berlin Wall was built

in August 1961, the hut was used to process Allied military personnel visiting the East, who were not subjected to con-trols by the East Germans because of the Four Power Sta-

tus of Berlin. The East German border crossing-point was less than 100 metres from the hut. Grad-ually it, too, took on an air of permanence. Low wooden sheds were erected in which foreign civilians often had to

wait hours for entry.
All the phobias of the East German leadership were reflected here. Grimly deter-mined border controllers were instructed on how to deal with westerners who were patently out to undermine socialism.

Customs controllers rifled through handbags, wallets and pockets of western visitors in search of anything which seemed of interest. Bits of paper found with addresses on them were grounds enough for interrogation. Invariably, visitors were asked who they were going to see in East Berlin and where. The border controllers worked closely with the Stasi secret police.

Western newspapers and books. including "revisionist" socialist literature, were automatically impounded. I was subjected to minute searches

A VIGOROUS argument has developed within the Bush

Administration over regula-

tions for the oversight and screening of foreign takeovers

The Treasury favours a

broadly open investment policy with limited exceptions on

strictly national security grounds, while the Commerce

and Defence Departments want

to strengthen and extend the

After a debate lasting nearly

a year, foreign investors have expressed concern that the

final version of the Exon-Florio

regulations now in preparation will damage their interests.

the 1988 Trade Act strength-

ened presidential powers to

stop foreign purchases of US companies and order divesti-

ture on national security

Its early draft, published last

year, provoked a rush of com-

plaints from overseas inves-

tors. Mr Elliot Richardson,

chairman of a group lobbying

WORLDWIDE WEATHER

The Exon-Florio provision of

of US companies.

controls.

grounds.

US split over rules

By Peter Riddell, US Editor, in Washington



Checkpoint Charlie: another symbol of the Cold War melts away

at the border when I returned from Warsaw during the rise of Solidarity in Poland in 1980

Western motorists entering and leaving East Berlin were subjected to a ritual in which the boot, bonnet and other parts of the car were carefully inspected. On leaving, a long rod was inserted into the petrol tank and the rear seat was lifted up to make sure there was no escapee inside. The inspection mania even extended to the sandwiches which I occasionally had with me; these were x-rayed at the border, as, on one memorable occasion, was a banana.

My own intimate relationship with the checkpoint began in mid-September 1961, a month after the building of the Wall. Ingrid, my East German future wife, who lived in East Berlin, was ready to escape and I was to accompany her. We downed two double vodkas in East Berlin's Pressecafe and

entered the gloom of Fried-

We walked westward down the nearly deserted street toward the crossing point into West Berlin. It was later dubbed Checkpoint Charlie by the US Army – Alpha and Bravo checkpoints were at either end of the Berlin-Helmstadt motorway.

tedt motorway.

Passing the ruins and grassy spaces of what was once one of the busiest avenues in pre-war Barlin, we threw our remaining East German Marks into the busiest. the breeze.

My wife was carrying a borrowed western passport and had carefully rehearsed a dis-

logue in English.

A lone border guard stood under a street lamp at the corner of Friedrichstrasse and Zimmerstrasse. This was before East Germany introduced enter and exist strength. duced entry and exit stamps and visas for East Berlin. We approached the young guard and I held out my passport.

Trembling, Ingrid dropped her passport on the sidewalk. We all dived to pick it up. The tension was broken and after a perfunctory glance the border guard handed back the passport and waved us through to West Berlin, wishing us "Guten Abend".

In the coming weeks and months we joined the many West Berliners standing at west Berliners standing at vantage points along the border to catch a glimpse of relatives in the East who were forbidden to wave back.

The harsh border regime lasted until 1983 when West Germany backed a loan of DMIbn to a hard-pressed East Germany, ending a western

Germany, ending a western

credit embargo. Virtually overnight, the Eas German border controllers were transformed into polite, smiling officials. Indeed, if you were a frequent traveller through Checkpoint Charlie, they would even inquire about your family.

Italian court freezes

By Haig Simonian in Milan and John Wyles in Rome

A COURT in the Italian city of on behalf of overseas investors, has written to Mr John Sun-Pisa has issued an order sequestering \$796.2m from Lloyds Bank of the UK. This unu, the White House Chief of Staff, to protest.
He warns that the final regulations "will adversely affect

foreign investors' interests in the US, constitute a disincentive for future inward direct investment, and invite retalia-tion against American direct investment in other countries." Mr Richardson, argues that

the rules will cover far more transactions than necessary to protect national security. Roughly 350 transactions, or about 50 per cent of all foreign acquisitions in the US valued at \$1m or more, will be notified to the Committee on Foreign investment in the US, the Trea-sury-led group which imple-

ments the rules.

About the only progress which foreign investors have made is towards the provision of greater assurance that the Administration will not reopen already cleared transactions and to narrow the applicability to financial institutions.

on foreign takeovers Lloyds Bank assets

follows hearings over a mysterious private injunction against the bank.

The order, which was issued on Wednesday, is against all lire or foreign currency deposits held by Lloyds at Italian banks. Several accounts have already been frozen.

Both Lloyds Bank and the court have responded to

enquiries about the case with a wall of silence. However, it appears the action concerns an attempt by a group of Italians to seek damages following the seizure of financial invest-

ments by British police.

According to sketchy details available in Italy last night. the group had attempted in 1987 to cash Philippine notes worth more than \$790m at an Isle of Man branch of Lloyds. The bank is understood to have reported the matter to the police, who then prosecuted the Italians on charges which

are not known. Although the defendants were cleared by the court the police are said to be still holding the Philippine

The bank's actions were rne bank's actions were prompted by enquiries which revealed that the transaction "was not proper," according to a person closely connected with the affair. Lloyds subsequently informed the Italian

police of its suspicions.

It now appears that the Italian plaintiffs have convinced the Pisa court that Lloyds has a case to answer, triggering the sequestration order.

Although the bank has given no details of the transaction involved, it has stressed that

neither loans nor guarantees of any kind are involved. A Lloyds spokeswoman in Lon-don said that the Pisa injunction is "without any founda-

The bank is seeking advice from its lawyers and "taking the necessary measures to ensure that its customers are

Way open for union

Continued from Page 1 German unification by the end of the year.

He suggested that other countries party to the 35-nation Conference on Security and Co-operation in Europe (CSCE) would be able to join the pact. The Chancellor confirmed his aim for a November CSCE summit to ratify the conditions for German unification worked out between the two German states and the four Second World War victors.

Yesterday's joint East-West German declaration on the Pol-ish border was passed without opposition in the Volkskammer. Before the formal vote in the Bundestag yesterday evening, only a few conservative deputies had signalled their ntention to oppose it.

A formal treaty is due to be

signed, perhaps early next year, between Poland and a united German government. This will unambiguously acknowledge that the area east of the Oder-Neisse line amezed by Poland in 1945 represents Polish territory.

The Volkskammer approved by 302 to 82 the monetary

union treaty signed by both governments last month, under which the D-Mark will be brought into East Germany on July 1. This was comfortably more than the necessary twothirds majority.

Du Pont to freeze plans in row over some CFC substitutes

By Peter Marsh and David Thomas in London

DU PONT, the biggest US chemicals company, has frozen plans to spend \$350m on plants in North America. Europe and Japan to produce alternatives for chemicals which damage the ozone layer because of moves to control some of the substitutes.

The company is the world's biggest producer of the ozone-depleting chlorofluorocarbons (CFCs) – which are widely used in air-conditioning, refrigeration packaging and refrigeration, packaging and

Imperial Chemical Industries, the UK company which is one of the world's largest CFC producers after Du Pont, also warned that it might scrap plans to make these sub-

However, in spite of Du Pont's decision to stop design work on the plants, it is to invest an estimated \$400m at four factories in the US, Japan and the Netherlands to make other kinds of CFC substitutes ICI also said it had boosted previous investment plans for a similar range of substitutes by 75 per cent. It is now plan-ning to spend £105m (\$181m) on two factories in the US and

the UK. Do Pont's decision came as representatives of more than 100 countries are meeting in London to discuss a strengthened international agreement on the ozone layer, which pro-tects the Karth from damaging ultraviolet radiation that can cause skin cancer. The conference delegates are likely to

agree to phase out CFC use by the end of the century. The chemical industry is developing two main types of CFC substitutes. One of these, known as the HCFC family, has a small effect on the ozone layer and the other, the HFC family, has none, although it contributes to global warming.

Chemical companies argue that the world should switch over to HCFCs as an interim step because they are cheaper and simpler to use. However, environmental organisations are pressing the London con-ference for immediate controls on HCFCs.

The conference may call for the eventual phasing out of HCFCs, although several coun-tries, including the UK, will oppose incorporating this in the main agreement. The US Congress is also discussing a han on these chemicals early next century.

Du Pont is proceeding with plans to build four HFC plants tonnes by 1995. They will be in Corpus Christi, Texas; Louisville, Kentucky; Dordrecht, the Netherlands: and Chiba.

Japan.
Mr Tony Vogelsberg, an environmental manager at Du Pont, said HCFCs were on average 35 per cent less damaging to the ozone layer than CFCs, "But if society decides it are these chemicals." does not want these chemicals then we will not waste time developing them."

Ecu plan rejected

continued from Page 1 that view, stressing instead her determination to maintain Britain's sovereignty over eco-

nomic policy.
Whitehall officials sought to emphasise that there was no question of a split between the Prime Minister and her senior

Cabinet colleagues.

But there was private acknowledgment that Mrs Thatcher appeared determined not to be seen as being forced by Mr Major and Mr Hurd into

"U-turn" over KMU. Her stance is being backed by Mr Nicholas Ridley, the Trade and industry Secretary, whose relations with Mr Major and Mr Hurd are said by Cabinet colleagues to have become intensely strained.

There is deep concern within Whitehall that unless Mrs Thatcher softens her tone, Mr Major's proposals may be rejected out of hand by other

BC states. The Prime Minister's suspi cions over the encroachment of the Community's authority, however, have been intensified by this week's decision by the European Court that British courts can suspend an act of parliament which might breach EC law.

Ministers said that Mrs
Thatcher had spoken at length
of her anger at the
decision during yesterday's
Cabinet meeting, in spite of attempts by the Government's senior legal officers to play down the significance of the

THE LEX COLUMN The late arrival at the EMU ball

The City reaction to M: Major's plan for the hard Ecu comes down to three propositions: that the system is workable and even elegant; that it has not the slightest chance of acceptance; and that its chief significance lies in the implied final guarantee that Britain is about to join the FRM. The principle of a central currency has at last been accepted; and if the UK is to have any say on the nature and timing of the new system at the inter-gov-ernmental conference in December, ERM membership

Other than wheedling Mrs Thatcher through the gate of currency union - and as she showed again yesterday, she still needs careful handling Major and the Bank of England are up to. The scheme is presented as an opportunity for everyone to practise having a central currency without plumping for it all at once. The snag is that if all the members of the ERM were truly committed to hard currency and mon-etary stability, the extra cur-rency would be redundant; and if they were not, the system could be no more guaranteed against breakdown than any

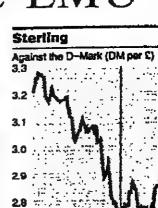
looks a minimum condition.

A further argument advanced for the Major system is that it would avert the Cerman threat of two-speed union. Again, this is true in theory. But it all comes too late in the day, by which time the UK's motives are perhaps fatally compromised in the eyes of its partners. The commitment to monetary stability is indeed crucial; and the country most inclined to haggle over it is the UK itself.

Analysts

Phillips & Drew is down, Kleinwort is up, James Capel is still on top but drawing flak from three quarters of the crowd. The annual Extel survey is upon us; and its ratings deserve to be taken with the usual pinch of salt or even ignored altogether. It is at least arguable that the star system among British stockbrokers' analysts is at best a pointless anachronism, given the weight of evidence that the market is already efficient in pricing UK alpha stocks, the ones the "stars" tend to follow,

At worst, the whole thing helps defer the re-adjustment of London stockbrokers' salary scales to something close to reality. On the highly conservative assumption that stockbroking analysts cost £50,000



each to feed, house and equip, the 1900 members of the UK

profession consume £100m a

year. It is scarcely surprising, too, that 46 per cent of fund managers who replied to Extel have stepped up their own research teams. For the mer-

non for a long time.

The dissolution of the Gold smith Rothschild empire con

tinues apace. The end of Angia Group comes only 14 month after its formation, with gran diese plans for acquiring "one or more symplicant publicly quoted United Kingdom conpanies". The sale of Angla banes in the sate of hagin Lessing now leaves nothing more than the 29.9 per cent RHM holding and a lump of cash, the whole having an asset value some 38p higher than yesterday's suspension price of 173p.
It seems clear that the RHM

determine whether this is in

or not. What one can say is that at April 30, 1989, Parkileld

had net bank berrowings and finance leases of £24.1m. pine £30m of preference shares to service. It seems highly unlikely that its indebtoness

has not increased significantly

which should give the shar-holders something else to think about.

chant bank asset management houses, the largest pension funds, and the likes of Prudential and Standard Life, after impasse must be resolved by all, this has been a sine qua the time of Angio's AGM of July 25 The fall-back position There are two unequivocally welcome things in this year's survey. One is the evidence is a simple liquidation and the handing of the RHM shares back to the shareholders, who that research boutiques such as the Carnegie Institute and mostly consist of Goldanita and Rothschild in other guises The whole situation clearly Fox-Pitt Kelton are making real inroads into the ratings. risks unfarmess to the minor ity shureholders. But since The other is the readiness of institutions to give proper recthese consist largely of con-firmed Goldsmith Rothschie ognition for genuinely innova-tive research, in this case the fans, they can doubtless take care of themselves. Shearson Lehman long-range study of drug company R&D.

Parkfield

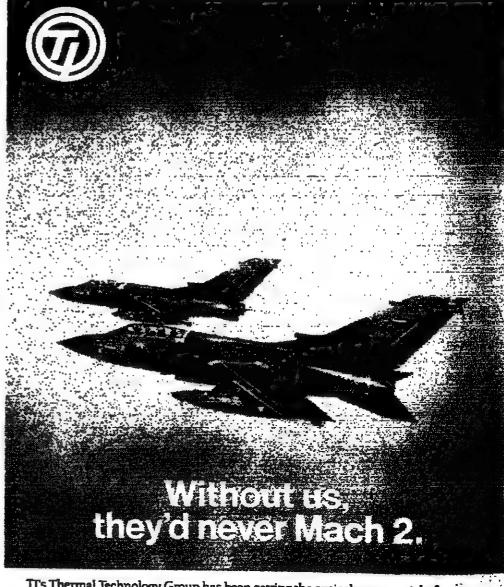
The speed with which a growth stock can plunge from grace remains astonishing. The near-50 per cent drop in Park-field's share price yesterday still leaves the video distribution and iron foundry group with a market value of £96m; but even at that level, the shares look vulnerable. The scanty 45-word profits warning implies that taxable income fell to less than 19.3m in the second half, against £18.3m in the same period last year. This is bad news in itself: perhaps equally worrying is the fact that seven weeks elapsed after the year and before Parkfield. the year end before Parkfield realised that it should tell its shareholders that something

As so often now with quoted companies, Parkfield yesterday blamed its difficulties - to the extent that it was talking at all on former management of a subsidiary: in this case, in video and entertainment. It is

Wellcome

in the past two days, the Wellcome share price has fallen by 10 per cent, for se better apparent reason than a couple of reduced brokers fore casts and some inconclusive background noise from the AIDS conference in San Fran-cisco. The violence of the more is a reminder of how little a stock like Wellcome respinds to analysis. The profit projec tions are based on assume so arbitrary as to be almost worthless; besteles, the market is never good at valuing com-panies whose growth raise are remote from the average.

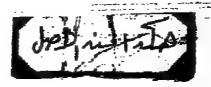
There is an instructive conparison with Racal Telegon, on a similarly high rating in a similarly fast-prowing merici. Both have shown the same rel atility in the past nine month on no real news. swinging & per cent either way against the market average Forget about AIDS and cellular phones just buy and sell on the swings.



TI's Thermal Technology Group has been getting the critical answers right for years. For example, their vacuum heat treatment, sintering and brazing systems make high performance engine components possible.
Without them, sound barners would be unbroken.

Ti Group

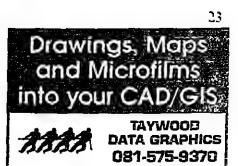
We get the critical answers right





FINANCIAL TIMES COMPANIES & MARKETS

Friday June 22 1990 THE FINANCIAL TIMES LIMITED 1990



INSIDE

Holmes takes a bitter pill for what ails



Holmes would be thriving. Disillusioned invess have watched as the New York security company's shares -which are only listed in London - have dropped from a peak of 189p in 1987 to just 12p. Andrew

Hill reports as the company, under new management, prepares to announce disastrous

Budapest bourse back in action The Budapest Stock Exchange re-opened yesterday in the same small room used 42 years ago, but the atmosphere was anything but dull. Hectic turnover, sparked by an electric atmosphere, eclipsed all previous records. Yet just one stock - that of lbusz, the Hungarian travel group - was launched to coincide with the reopening. Nineteen others are quoted, and have until the end of this year to conform to the BSE's listing requirements. Back Page

Aiming for trouble



Peter Gyllenhammar, distant relation to Volvo chief Per Gvilenhammar, specialises in buying and restructuring trou-Mercurius Group, the Stockholm-based industrial and investment conglomerate. has recently been active in the UK, taking stakes in a diversity of groups ranging from bat-teries to timber. "It is often fine companies

that founder due to circumstances that are correctable," Mr Gyllenhammar has said. "It is then that we come in." John Burton reports. Page 24

Shine goes off Parkfield shares Parklield Group, once a star performer on the FT - A All-Share Index, fell from grace yester-

day with a profits warning which wiped £80m (\$137.5m) off its market value. Shares plunged from 3461₂p to 189p after the announcement, valuing the company at £96m. Andrew Bolger reports on the fortunes of the UK manufacturing and entertainment group. Page 30

THE FT REVIEW OF BUSINESS BOOKS

Today the FT publishes a 12-page tabloid pullon the latest publications on economics, trade, industry, management and finance. On page 3 wo book titles have been wrongly attributed The book reviewed by David Kynaston is Capitalism in a mature economy 1870 - 1939, edited by J J van Helten and Y Cassia, published by Edward Elgar at £38.50 (226 pages). The title reviewed by Charles Leadbeater should read Partnerships for profit, by Jordan D Lewis, pubtished by The Free Press (Macmillan Inc. New York) at £22.50, 338 pages. The price of A dictionary of business quotations, reviewed on page 12, is £14.99 (224 pages).

Murket Statistics

Base lending rates Benchmark Govt bonds	49 27
FT-A vidices	27
Fi int bond service	26
Financial futures	40
Foreign exchanges	48
unden recent issum	27
London share service	34-35

New Int. bond issued World commodity prices World stock mid indices UK dividends annumed

	_	_
Companies in the	s s	ection
Aberloyie	25	interhon
Аедоп	24	Kanebo
Amax	25	Liggett (
Anglo Group	28	McDonn
Anglovaal Group		
Ashland Oil	Q#	Mercuri
BPB Industries	28	Mid Ken
BTP	30	Minorco
Bankers' Inv Trust	30	NatNed
Brit & Commonwealth	28	Olympia
Ceresiar	30	Owen &
Спаве Мапрапия	25	Pucklink
Comp. Tele. Chile	26	Penny &
Corona	25	Placer D
Crystalal#	30	R Plate
Dawson Intl	28	RJR Nat
Dundee & London	20	Royal Du
Electra investment	33	Shell Oil
Erostin	28	Siemens
First Leisure	28	Soundtra
Globe Investment Tst	28	Stikine F
Gold Greenlees Trott	30	
Gult Canada Res	25	TT Group

merhome Energy Liggett Group McDonnell Douglas Mecca Leisure Mid Keni Minorco NatNed Olympia & York Owen & Robinson Penny & Giles Inti Placer Dome R Plate & General RJR Nabisco Siemens TGI TT Group

			40.0	iges ye	0		
FRANKFURT	(DM)						3.5
Alson				Eurotunnel	43	+	_
Degussa	491	_	11.5	Ins Merlew	40760	+	248.9
Heidalberger	1289	+	60	Metaleuron	180	1	11
Marntheimer Yers			***	Polis			
Manage Commit	680		29.5	Canal Plus	925	-	27.
Muench Ruech	2315	+	185		556	_	17.5
Philips Kommun Schmathach-Lub	549	+	11 10	Synthelabo		_	11.4
MEW YORK (-	1U	TOKYO (Ye	n)		
Ricos	5)			Rives			
Am Cyanamid	565		3,	Airesty	2640	+	400
Ashland thi	373		-74	Maasha Denki	1450	+	110
Uggett Gro	115		I ₂		1000	÷	100
UAL	1561		ารู้	200		-	
Falls.	150-,	٠.	•	Wakemoto		_	
Clorez	4:1		25	Pharm	2250	+	180
Pfizer	64	٠_	Ť,	Falls			
PARIS (FFr)	•		•	Pohstal	1130	_	100
Rises				Norski MS8ISU	141D	_	140
B Decom	316	+	214	NOTAKI MISBISH	1410		
New York pric	es at	12.3	0.				
LONDON (Pe	nce)			ing Biscults	374	+	17
Risos		÷	e.	utd. Inds.	38	+	6
Asprey BAA	405	÷	25 11			•	-
Brit. Telecom	446 300		512	Falls	50	_	4
Cambury Schwos		Ţ	17	Broadwell	155	_	5
Courtsuids	364 365	+	4	Burton Gro.	30	_	B
Delta	381	Ι	10	Cabra Estates	230	_	ž
J.S. Pathology	240	+	B	Davy Corp.	433	_	52
Meyer Int	410	÷	6	Exeturatel		_	571
Description of the land of the	710	i	15	Parkileki Grp.	189	_	31

Bond empire faces crucial vote

By Andrew Freeman and Gordon Cramb in London

BOND CORPORATION, the main company in Mr Alan Bond's Australian corporate empire, believes it could be forced into liquidation unless it can win a series of votes at bondholders' meetings in London next week.

Mr Peter Lucas, a Bond direc-tor, said yesterday that if resolu-tions being put to a group of its bondholders were rejected, its cash-generating brewing interests "would be put into liquidation" by the banks to which it owes A\$880m (US\$690m). If that happened "the Bond Corp directors would have to think very carefully about the question of Bond as a going concern." Mr. Bond as a going concern." Mr Lucas added: "A 'no' vote would bring down the whole pack of cards." Holders of four issues of convertible and exchangeable bonds are to vote next Thursday

A\$1.8bn sale of Bond Brewing Holdings - producer of Swan, Castlemaine XXXX and Toohey's lager - to Bell Resources, an independently managed affiliate of Bond.
The move forms part of a com-

The move forms part of a complicated restructuring of the group's remaining assets. In the last two years Bond and its offshoots have made disposals totaling A\$6.7bn but, by the group's own figures, were still carrying debt of A\$6.3bn last month.

This included around A\$1.7bn in convertible bonds. At the London meetings, holders of some of those bonds are also being asked to waive an interest payment due

to waive an interest payment due to them in July and to approve a one-year moratorium on further If they vote for the resolutions,

on whether to approve the Bond Corporation's management gains a breathing space in which it says it will complete the sale of the brewing assets and make proposals to reorganise the group. Any other outcome could trigger liquidation of the group.

Mr Lucas is pessimistic about gaining the necessary support from bondholders. They have seen the value of their investments severely eroded, and on the list of creditors rank ahead only of shareholders. He says a "revenge" rejection would be understandable, but argues that bondholders would stand to lose

everything from such a vote. The convertibles are almost worthless after the Bond group's tribulations. Yesterday, a sterling issue was quoted at a bid price of 5 per cent of its face value, but

traders said no one would buy

intrinsic value only because there is still a chance that they will eventually yield a dividend.

Bondholders appear split on the proposals, which require a daunting 75 per cent majority of those attending the meetings. One commented: "Our initial atti-tude was to tell the management to get lost - why should we help them out? Now, we realise we haven't really got a choice if we want to see some money back."

However, according to Mr Terry Povey of stockbroker ANZ McCaughan, "Those I have spo-ken to are unwilling to give up the right to a coupon" but they might allow the brewery sale to go through.

Bond is also in dispute with a group of US debenture holders which it has offered to buy out at

the paper. The bonds have an a deep discount. In addition, Australian regulators are investiga-ting the company's affairs.

Even if it secures approval next Thursday, Bond does not now expect to be able to complete the brewery deal before its June 30 year-end. This suggests that its annual accounts are likely to be in worse shape even than those of last year, when it reported a net loss of A\$980m. The bonds concerned are: two issues convertible into Bond Corporation, a \$200m 51/2 per cent issue and a £80m 6 per cent deal, both due to mature in 1997 and issued for Bond Finance International; and two issues convertible into shares of Allied-Lyons, the UK group in which Bond at one stage had a substantial stake, which have by now nearly all been converted.

Bond Corporation 3.0 AS per share Tracing suspended Jun '87 1988

Grandma gets a facelift Barbara Durr reports on Sears' bid to shed its old-fashioned image line the corridors of the mall. He added that he was keeping an To lure the customers, Sears has added nationally-known eye on the new formats to see if they became diluted as they

EARS, the largest retailer in the U5, is as familiar a part of every-day American life as Coca-Cola, Chevrolet or McDonald's. Yet it is struggling against one of the most intractable problems in the industry:

The bettle is evident in the Chicago suburb of Aurora, Illinois. Here, the Sears store - con-sidered a model of the company's new concepts in merchandising

is barely recognisable as the
stodgy, no-frills "family" shopping place of yesteryear.

The Aurora store sports what

Sears calls the "power format" for presentation of goods. A teen department is splashed with neon and jazzy decor. There's a nook full of smart black and white sports clothes for women, with tasteful abstract art prints adorning the walls. A boys' section has been done up as a sprightly lock-er-room with video games nearby. Other departments, like garden

tools, still have the old Sears feel, but virtually all the clothing sections have been redesigned. The emphasis on apparel is not casual. Sears still has a good turnover of household goods — everything from consumer durs. everything from consumer dura-bles to hardware. But clothing is ere it must compete more effectively to keep pace with the specialty stores and discounters that graw at its customer base. Sears's 847 stores are generally located in shopping malls. Studies have shown that most consumers go to mails to buy clothing, not power drills. Mr Joseph Slater, the proud manager of the Aurora store, says that Sears must look more like the competing specialty shops which

brands, in clothing and in house-hold goods. Better women's labels are still scarce, however, because fashion manufacturers shun the company in fear of

downgrading their own image.
The revamped stores are also converting stock rooms and other converting stock rooms and other non-selling space to merchandise displays. Mr Slater has added 15,000 sq ft to the fashions floor for a total of 60,000 sq ft. He would not reveal figures, but said the better displays were translating into more sales.

The strategic changes in the merchandising group within Sears, Roebuck — the corporate parent which also owns Dean Witter Financial Services, Allstate Insurance and the Coldwell Banker real estate group —

well Banker real estate group -were announced at the end of 1988. The plan has only been partly implemented so far. even though Mr Edward Brennan, the Sears chairman, says success for the merchandise group is a key to the company's overall success.

erchandising's contribu-tion .to profits has steadily eroded over the past five years. Last year it accounted for 58 per cent of the company's \$53.8bn in revenues, and 42 per cent of its \$1.5bn in profits. In 1985, it claimed 67 per cent of revenues and 59 per cent of net income. Mr Richard Nelson, a retail

analyst at Duff & Phelps in Chicago, said: "The new strategies are creative, but the execution of those strategies remains to be seen. They haven't shown up in all the stores or in the figures."

So far this year, the retailing news has been grim. The mer-chandising group reported an lose in the first quarter of \$37.4m, compared with a profit of \$33.8m in the same period last year. Sales rose just 1.3 per cent to 26.84bn.

Sears has already had to modify a part of the plan, called the "everyday low pricing" policy, begun last year to address stron-ger competition from discounters. ears found that its customer base, used to responding to spe-cial sales, must still be jogged by promotions to come in. Thus, the company has been forced to pro-mote special sales and spend more on advertising, according to Ms Catherine Cooper, an analyst at Kenner Phagial Sandoes at Kemper Financial Services. Some of the new advertising.

however, clearly aims to shape the store's new up-market image. One new Sears advertisement – for an individual cooler for beach or poolaide – can be found in that most stylish of magazines, Vogue.
Results for the bottom line of

the new retail strategy are difficult to analyse immediately given that the economy has not been co-operating. A large por-tion of the company's sales consists of consumer durables, for example, where purchases have

Return on equity was 10.9 per cent last year. Mr Brennan -attentive to the impatience that shareholders have recently shown with the pace of the com-pany's improvement - has now set a goal of 15 per cent.

has reported dull results with the happy exception of its Discover credit card. Discover, launched in 1985, has 33m card holders. At the end of 1989 it had accounts receivable of \$8.5bn. It also accounted for income of \$35.4m during the first quarter, up from \$20.1m for the same period a year ago. The company's Sears card had another \$17bn in receivables

espite the downturn in the equities business, Dean Witter Financial Services posted a 94 per cent gain last year in net income, to \$166m from \$85.5m in 1988. In the first quarter of this year it increased income by 62 per cent to reach 860.7m - including \$24.7m from the Discover card and securities operations.

Allstate Insurance, hit by Hur-ricane Hugo and California earthlast year to \$815m from \$953m the Allstate was still recling from claims and reported income of just \$198.2m compared with

\$243m last year. Coldwell Banker reported a 41 per cent increase in profits last year to \$127m, but a first quarter

Sears has agreed to morigage the Chicago Sears Tower, the world's tallest building, which will bring in \$815m to help

finance its new strategy.

Sears is clearly staking a lot on transforming its stores. But its nimbleness in the fast-changing world of fashion retailing is not yet proved, and analysts are scep-tical that the company's old habits will die easily.

Anglo shares suspended on news of assets disposal

By Nikki Telt in London

SHARES IN Anglo, controlled by Sir James Goldsmith and companies in Lord Rothschild's stable, were suspended yesterday after the group announced plans to sell its only operating asset. This is Anglo Leasing, which Summit Group, a privately-owned financial services company, has agreed to buy for £120m (\$204m). The consideration will come in two equal tranches:

the first on completion and the second in March 1991. second in March 1991.

The deal leaves Anglo — seen a year ago as the vehicle through which Sir James would return to acquisitions in the UK — with only one significant asset. This is a 35 per cent stake in Sunningdale, which in turn owns 29.9 per cent of Ranks Hovis McDougall, the large UK bakeries and food

group. The other 65 per cent of Sunningdale is held by compa-nies within the Rothschild, Goldsmith and Kerry Packer stables. They snapped up their stake from Goodman Fielder Wattie in May

1989, paying 400p a share.
Anglo said that it was "actively reviewing the range of options open to it" in relation to the Sunningdale holding. It suggested five possibilities: it could bid for RHM, someone else could bid, it could sell its stake, it could distribute the RHM shares to Anglo shareholders, or Anglo could retain the interest as a long-term holding.

Anglo has called an annual general meeting for July 25, and says that it will tell shareholders then how liquidity "in respect of

Anglo" will be achieved. Asked whether the RHM situation would have crystallised by then, Mr Andrew Stafford-Deitsch, an Anglo director, said that he thought it probably would have. RHM greeted the announcement as a "complete surprise," and confirmed that it was not in any current discussions with Sunningdale aimed at resolving its shareholder's position. RHM shares gained 6p at 256p.

The suspension is required

because Anglo - shorn of the leasing business - no longer meets London Stock Exchange requirements. The suspension price is 173p, substantially below the peak of 528p reached last July, when the Goldsmith furore was at its height.

Suchard rules out Morris deal

By William Dulfforce in Geneva

JACOBS SUCHARD, the Swiss chocolate and coffee group, denied yesterday that it was being taken over by Philip Morris of the US, as the Geneva bourse announced that trading in the Swiss company's shares would be suspended today.

A Swiss news agency reported after the closing of domestic stock exchanges that, according to a story due to appear today in the Zurich weekly Cash, Mr Klaus Jacobs, chairman of Jacobs Suchard, has sold 60 per cent of the company's voting rights to

that trading in Jacobs Suchard shares would be suspended today until 2 pm on the Zurich, Geneva and Basle stock exchanges at the request of Union Bank of Switzer-

the US group.
The Geneva bourse announced

The bourse said UBS had made the request on behalf of Jacobs Suchard which would hold a press conference in Zurich this

morning. However, yesterday evening Mr Walter Anderau. Jacobs Suchard's spokesman, denied that his company had asked for the suspension or was holding a press conference.

"I can assure you that we have not sold our company to Philip Morris. This company remains Klaus Jacobs' company, he said. The news agency report of the sale was "nothing but rumour," he added. Mr Jacobs controls the group through Colima, the family

In New York, Philip Morris, the US tobacco and consumer prod-ucts conglomerate, would not

Jacobs Suchard has been in the headlines in the past three years for several acquisitions, notably Belgium's Cote d'Or and E.J. Brach in the US, with which it has aggressively expanded its chocolate business

It was also in the limelight during its losing battle against Nestlé for the purchase of Rowntree in the UK. Suchard has figured in other

reports, which subsequently proved to be groundless, but as a bidder, not as a takeover candi-After three years of regular

profit growth and dividend increases, Jacobs Suchard reported a 10 per cent decline in net consolidated earnings to SFr275m (\$190m) last year despite 4.5 per cent increase in group turnover to SFr6.7bn. The profit setback was attri-

buted to a \$50m loss on Brach, the US confectionery subsidiary, where Mr Jacobs admitted mistakes had been made in product strategy.

However, in April Mr Jacobs reported a 10 per cent improve-ment in Brach's first-quarter operational earnings and forecast that the group's net earnings would return to their usual growth rate of 10 per cent in 1990.

STOCKBROKERS EXPERIENCE GROWS

Greig Middleton is one of the U.K.'s major independent stockbrokers. We are also unusual in that we are still growing across the range of our activities. This week, for example, we established a presence in the Channel Islands through employing a Guernsey based team of the Stock Group.

We are now seeking to expand our long established Bristol operation. The opportunity arises because we are shortly to move to larger premises. If you have an established business which you would like to continue to build, write or talk to us in complete confidence.

We offer a full and flexible package but, above all, we offer the certainty to be expected from a professional brokerage house, still controlled by stockbrokers, that planned to expand before Big Bang and has continued to do so ever

Please contact Norman Andrews, our Managing Director. Greig Middleton & Co., Limited, 66 Wilson Street, London EC2A 2BL. Telephone 071 247 0007.



MEMBERS OF THE INTERNATIONAL STOCK EXCHANGE MEMBERS OF THE SECURITIES ASSOCIATION

BRISTOL · CAMBRIDGE · CLASCOW · GUILDFORD · LONDON · TRURO · YORK

entering the field of venture

capital. The reconstructed com-

focused on shipping and the

offshore industry, which was

undergoing a shake-up in See

den during the mid-1980s with the collapse of several leading companies lie then turned his

attention to other industria

transportation. sawnii machinery and lood process

ing. Simultaneously, he was

expanding Gyllenhammer & Partners' financial activities

sectors such as oil prospecti

The investment bank firm

INTERNATIONAL COMPANIES AND FINANCE

Siemens plans DM160m Soviet Union joint venture by 39.3%

By Charles Leadbeater, Industrial Editor

SIEMENS, the West German meeting on August 23. engineering and electronics Dr Baumann said Siemens group, yesterday announced plans to invest in a DM160m (\$95m) joint venture in the Soviet Union to produce digital telecommunications switches.

Although the venture is Siemens' most ambitious move yet into eastern Europe, Dr Karl-Hermann Baumann, head of corporate finance, said the company would not be diverted from growth elsewhere in

Dr Baumann, speaking in London after the listing of Siemens' shares on the London Stock Exchange, said the company still thought it was and the UK, despite its recent acquisition of Plessey's radar and defence system's interests. The Plessey deal will double Siemens' defence turnover to about DM1.8bn this year.

He said details of the merger of Siemens' computer division with Nixdorf, the troubled West German computer manu-facturer, would be unveiled on July 5, to be approved by a Nixdorf shareholders'

would have a "solid majority in the joint company, to be launched on October 1 as Siemens-Nixdorf Information Systems. It is thought Siemens' share could be 80 per cent.

Dr Baumann said Nixdorf's losses would be significantly reduced by the time the merged company started oper-ating on October 1. The merged group would break even in its first full year, after which there would be substantial cost savings particularly in areas such as small business systems and through rationalising

Nixdorf's product range. Dr Baumann said the Soviet venture would start manufacturing in 1991 in Kiev, the Ukrainian capital, with an initial capacity of 1m digital lines a year, rising to 3m by the turn of the century. Siemens' partner in the venture is Po Koro-lov, a Ukraine-based communications company, and the telecommunications institute of the Communications Ministry. It will manufacture Sielong-distance dialling and large exchanges and the Soviet ESS-DSn switch for local networks Dr Baumann said that in the long term both switches would he exported from the Soviet plant. Siemens already has a switch manufacturing joint-

venture in Czechoslovakia. The company has 30 memoranda for joint ventures in East Germany which might contribute revenues of DM5bn

Dr Baumann said Siemens' cash reserves would fall this year, despite a rise in net income. The company's US operations, which contribute 11 per cent of its turnover, are still making a loss because of difficult trading conditions in the electronic and automotive

He said talks with SGS-Thomson, the French-Italian group, over the possible pooling of their semiconductor interests were continuing. Siemens has not yet talked directly to Philips, the other significant European semicon-SGS-Thomson has.

COMPANY NEWS IN BRIEF

mens' EWSD switch for

CREDIT AGRICOLE of France and Nuovo Banco Ambrosismo Veneto of Italy have signed an agreement on co-operation in various banking and financial services, the Italian bank said lows the recent purchase by Crédit Agricole of a 12 per cent stake in Banco Ambrosiano, Agencies report.

■ Tabacalera, Spain's stateowned tobacco monopoly, said its consolidated after-tax profit rose 5.8 per cent in 1989 to Ptal0.34bn (US\$99m) from Pta9.78bn, buoyed by a strong turnaround in tobacco sales. Mr Miguel Angel del Valle-In-cian, president, told a shareholders' meeting that an 8 per cent increase in tobacco sales helped bolster company profits.

said it would sell its 35 per cent stake in nuclear technology company Nukem to utility Rheinisch-Westfaelische Elektrizitzetswerk F (RWE). The acquisition will raise RWE's

stake in Nukem to 90 per cent. Degussa said. It gave no finan-cial details.

m Gerling, the West German insurer, said it expected 1990 premium income growth to exceed 4 per cent "mainly through growth in premiums from the medium-sized business" Premium income for the ness." Premium income for the group is expected to rise by about 6.6 per cent to DM6.1bn this year from DM7.6bn in 1989. Distributable profit dropped 38 per cent to DM17.6m in 1989 from DM28.4m in the year before as a result of an

Krupp Stahl, the steel unit of Fried. Krupp, said it would reconsider the decision to close the Rheinhausen steel plant if the company reached final agreement with East Germany to find a market for products from the plant in co-operation with the East German steel industry. Mr Juergen Harnisch, management board chairman, said initial agreements had been signed and he

Kvaerner, the Norwegian engineering group, said it expected higher profits in 1990 than in 1989 after reporting a sharp rise in earnings for the first four months. Profit before extraordinary items rose to NKr295m (US\$45m) from NKr137m in the same period last year. Kvaerner gave no reasons for its projected higher profits, but has won a series of big engineering contracts in recent months.

Tampella, the Finnish forest industry and engineering group, made a pre-tax loss of FM4m in the first four months of 1990 and said the weak result would affect its overall performance this year. It made a pre-tax profit of FM153m in the first four months of 1989.

• Kymmene is a Finnish fores products company, not Swed-ish as stated in the Financial

Roussel lifts profits to FFr663m

By William Dawkins

ROUSSEL-UCLAF, the French pharmaceuticals group majori-ty-owned by Hoechst of West Germany, yesterday unveiled a 39.3 per cent rise in last year's profits, mainly thanks to increased sales in its human and animal health divisions.

However, Dr Edouard Sakiz, group president, warned that profits growth would slow to about 10 per cent this year, partly because of the impact of the dollar's fall against the franc, likely to remove FFr150m (\$26.6m) from pre-tax earnings in 1990.

Net profits rose to FFr663m last year, from FFr476m in 1988, on sales up by 16.8 per cent from FFr10.59bn to FFr12.36hn.

Human health accounted for 60 per cent of turnover, with 24 per cent coming from veterinary drugs and plant health

Exchange rate gains attributable to the dollar accounted for FFr60m of profits. Among the main features of the improvement were better than expected sales of insecti-

cides and injectable antibiotics in the Soviet Union and China. In the Soviet Union and China.

Insacticide sales in the US and

Japan climbed strongly, as did

the turnover from the recently

restructured French pharmacenticals subsidiaries

Claforan, a 10-year-old anti-blotic which is Boussel-Uclaf's biggest-selling drug, reported a 27 per cent increase in sales

Rulid, an antibiotic launched three years ago, recorded a 75 per cent increase in sales to FFr433m, confirming interest in it as a treatment for respiratory infec-tions. Rulid will be launched in six countries this year and is expected to contribute FFr1bn to group sales by 1993. Roussel-Uclaf's turnover

advanced 18.2 per cent in the first six months of this year, from FFr2.99bn to FFr3.54bn, on which net profits – not including exceptional items – climbed by 13.8 per cent, from PPr160m to PPr182m.

The group is looking for joint ventures to develop mar-kets in the Soviet Union and

Quietly acquiring value for money trated on providing finance and overhauling companies to mature industries miles then

here are two Swedish Gyllenhammars who last month Chloride said there had still been no significant Europe lately. One is Mr Pehr contact with Mercurius, which Gyllenhammar, the chairman of Volvo, who forged a partner-ship with France's Renault this disclosed an initial 5.1 per cent stake in January, though the UK company had consistently spring. The other, a very disoffered to meet the Swedish tant relation, is Mr Peter Gyllenhammar, a 37-year-old entrepreneur specialising in However, Mr Gyllenhammar appears to be laying the buying and restructuring trou-

bled concerns, who has been active in the UK. The Mercurius Group, the Stockholm-based industrial and investment conglomerate controlled by Peter Gyllen-hammar, this week lifted its stake in Phoenix Timber to 29.3 per cent. This makes Mercurius the biggest single share-holder in the British timber

products and property care services concern. Mercurius also holds a 16.03 per cent stake in Chloride, the UK battery group, and obtained a 5.03 per cent inter-est, together with the Swedish investment group Proventus, in Coloroll before the Manches-ter-based home furnishings group went into receivership this month.

In addition, Accura, a propin addition, Accura, a property company in which Mercurius has a 43.9 per cent stake, made an agreed £22m (\$37.84m) bid in March for the UK property group City Gate Estates. Accura is headed by Mr Gyllenhammar's elder brother, Mr Frederik Gyllenhammar.

The publicity-shy Peter Gyllenhammar refuses to comment on his British shareholdings, and has had very little contact with the companies involved. On Wednesday, Mr Peter Quinn, chairman of Phoenix Timber, said: "I don't get the impression that they [Mercurius] are very disposed

groundwork for acquiring troubled companies in the UK that he believes can be rescued and

the age of 21, he quit the respected Stockholm School of Economics and helped establish Trend Invest, an investment company, in the mid-1970s. The company made several disastrous share speculations and went bankrupt, leav ing its private investors with

After the collapse of Trend Invest, Mr Gyllenhammar shunned the hinelight for sev-

John Burton profiles Swedish entrepreneur Peter Gyllenhammar, whose Mercurius Group is busy pouring cash and faith into a diverse range of troubled companies across Europe

restored to profitability. He has already assembled a diverse selection of companies in Sweden and abroad, covering everything from shipping and oil prospecting to sawmili machinery and food process-

What they all share from Mr Gyllenhammar's viewpoint is "value for money" with a potential for generating profits once they are reconstructed. "It is often fine companies that founder due to circumstances that are correctable," Mr Gyllenhammar has said. "It is then that we come in."

Mr Gyllenhammar admits that Swedish analysts treat Mercurius with some scepticism, since the rapidly changing nature of its business activity, reflecting its complex series of acquisitions, is a relatively new concept in Sweden, where analysts are used to more stable corporate struc-

lingering doubts about Mr Gyl-lenhammar, stemming from

eral years. He produced a stock market newsletter, worked as an analyst for the brokerage firm Hggifs, served as a consul-tant to his namesake at Volvo. and later joined the investment group Proventus.

forged contacts with several other financiers who later backed the development of Mercurius. They include Mr Sven-Olof Johannsson, who recently staged a suc Saab-Scania; Mr Robert Weil, the founder of Proventus; and Mr Ulf Linden, a former Volvo executive. In 1984, Mr Gyllenhammar

left Proventus to establish an investment bank, Gyllen-bammar & Partners. At the time, the newly-deregulated Swedish credit market was still sources of investment capital outside the domestic banks. Relying on his experience with mergers and acquisitions. Mr Gyllenhammar concen-

starting brokerage conterns in Sweden and Norway. in 1987, Mr Gyllenhammu signalled a change in strategy instead of just refurbibilities companies and then selling them, he decided to keep some of them for long-term develop ment. He formed Moreurius to buy companies that had been rescued by Gyllenhammar &

Partners. Last year, be merged the two companies to form the Mercu-rius Group, in which he has 35 per cent interest. The financial services divi-sion, Gyllenhammar & Part-

ners, makes the initial invest ment in target companies Mercurius Industry and Trade then supervises compenies that are undergoing receptable sation, while Mercurius Devel opment is in charge of con cerns that have been rehabilitated.

Mr Gyllenhammar says be plans to make fewer. but bigand that the emphasis will be on retaining a long term interest in companies the group has

EC property group set up Dutch insurers may link

SCOTTISH LIFE, the mutual life assurance company, and seven other major European insurance and finance companies are to set up a European real estate investment company called Europroperty, writes Patrick Cockborn.

The company, with an initial capital of Ecu200m (\$244m), will invest in commercial properties in the countries of the eight EC founding members. They will act as advisers and property managers in their In addition to the Edin-burgh-based Scottish Life, the

other seven companies are Banque Indosuez (France), AG (Belgium), Baltica (Denmark). Colonia (West Germany), Toro (Italy), Victoire (France) and Vallehermoso-Banco Hispano-Americano (Spain).

Scottish Life says the initial Ecu50m in capital will be nies, and the rest by a few institutional investors. It says the advantage of organising a pan-European property invest-ment company in this way is that it will benefit from the local knowledge of its founding members in each local market. NATIONALE-Nederlanden and Aegon, two of the big three Dutch insurers, say they are studying a combination of their Dutch health insurance businesses, Reuter

Aegon said the intended co-operation pact was open to other insurance companies as This plan is based both on cost considerations as well as the current political debate about health insurance in the

Netherlands," the insurer Despite their size, Nation-

ale-Nederlanden and Augus each holds only 3 per cent of the health insurance market Aegon said.
The increasing important

of costs and claim control, for which a larger state offers a better starting point, as well as developments on cerning the structure and the ancing of health care, make a re-orientation of the place mai role of the health taxanance business desirable," the companies said.

The study is expected to be completed at the end of the

These securities have not been registered under the Securities Act of 1933 and may not be offered or sold in the United States absent registration or an applicable exemption from the registration requirements. These securities having been previously sold, this announcement appears as a matter of record only.

June 1, 1990

2,790,000

Rule 144A American Depositary Shares ("ADSs")

Representing

930,000 Class B Shares

Atlas Copco AB (a Swedish Corporation)

The Offer Price was \$17.60 per ADS

This issue was part of the international offering of 4,000,000 B Shares. The First Boston Corporation was the regional lead manager of the offering of the Rule 144A ADSs in the United States under Rule 144A to Qualified Institutional Buyers.

The First Boston Corporation

Dillon, Read & Co. Inc. Morgan Stanley & Co.

Goldman, Sachs & Co. Salomon Brothers Inc

Global Coordinator Enskilda Securities Private Placement

Graboplast R.T.



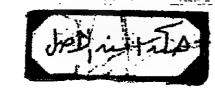
Incorporated with Limited Liability in the Republic of Hungary

600 Shares of HUF 1,000,000 par value at HUF 1,250,000 each

The above shares, representing a capital increase were placed privately by the undersigned with a group of international institutional investors.

CA Investment Banking AG CA-BB Brokers Ltd.

> members of the Creditanstalt Group in Vienna and in Budapest





McDonnell Douglas axes jobs in face of cost crisis

MCDONNELL DOUGLAS said it was planning extensive job and cost cuts because it faced "potentially serious cost prob-lems" on fixed-price aircraft development contracts with

A CONTRACT OF THE CONTRACT OF

ms may link

100 SE

the Pentagon.

It said savings from its previously announced 4,000-job reduction of its workforce at its aritiner plant in California would contribute towards the new goal of trimming store

would contribute towards the new goal of trimming 5700m from its annual budgets, but further measures were needed. Analysts estimated it might need to eliminate some 10,000 jobs from its 127,000-strong payroll in California and in St Louis, Missouri, where it makes military aircraft. The company, the largest 118

By Karen Zagor in New York

SHELL PETROLEUM, a unit of

Royal Dutch/Shell Transport

group, butch/Shell Transport group, as been charged with violating Delaware disclosure laws when Royal Dutch acquired the 30 per cent of Shell Oil it did not already own for \$60-a-share in

In the ruling, Judge Maurice Hartnett found that Royal Dutch/Shell had failed to disclose that it held \$15n in oil and gas reserves in the proxy materials sent to its sharehold-

tobacco company whose brands include Chesterfield,

L&M, Lark and Eve cigarettes, yesterday said it plans to change its name to Brooke Group and to divide its current

businesses into two separate tobacco and marketing subsid-

Mr Bennett LeBow, the New

York investor who bought Lig-gett for \$137m from the UK's Grand Metropolitan in 1988,

said the restructuring move

would allow the company to move into areas unrelated to

its current businesses. Mr LeBow has been elected chair-

man of Liggett Group. Liggett's president and chief executive,

Mr Dey, will retire at the end

US group buys

ATLANTIC Tele Network of the US Virgin Islands has bought an 80 per cent interest in the state-owned Guyana Telecommunications Corpora-

tion, following a Guyana gov-ernment decision to divest sev-

eral state enterprises.

The company paid \$16.5m to the Government, which will maintain a 20 per cent interest

in the company, renamed Guy-ana Telephone and Telegraph. Atlantic Tele Network will

spend \$80m over five years to

improve the telecommunica-

tions infrastructure. The num-

ber of lines will be increased to 62,000 within three years.

By Robert Gibbens in Montreal

MR MURRAY PRZIM, the

Vancouver stock promoter,

may yet play a key role in the fight for Stikine Resources,

owner of half the Eskay Creek gold property in north-west British Columbia.

Placer Dome, North America's biggest gold producer.

now has 45 per cent of Sti-kine's shares, and has

extended its C\$67.50 a share

its opponent, Corona Corpo-

offer to July 4.

Guyana stake

By Canute James

develop aircraft including the A-12 attack jet, the T-45 trainer and the C-17 transport

Several of the programmes are behind schedule and the company has already taken some write-offs, such as a \$72m charge last year for cost overruns on the C-17. The large cargo aircraft is also being scrutinised by Congress as a candidate for defence budget

In a memo entitled "The Hard Reality" and addressed "to all team-mates" Mr John McDonnell, chairman, also pointed out to the workforce the challenges the company faced in its airliner business.

makes military aircraft.

The company, the largest US military contractor, has a number of fixed-price contracts to The company faced in its airliner business.

Despite heavy debts, it will have to invest another \$2bn this year in its MD-11 airliner

When Royal Dutch acquired the 15m shares in 1985, the \$60 price included \$2-a-share for which the shareholders waived their right to have the shares

Although Judge Hartnett acknowledged that the inade-quate disclosure was a result of a mistake in calculation, he

said it still breached disclosure

tion was important enough that some holders might have had their shares appraised

Liggett Group to split business

The company's tobacco business, Liggett & Myers Tobacco, will take on the Liggett Group name and will be headed by Mr James Turner who has been

with the company since

marketing organisation, plans to broaden the scope of sports

and entertainment, and will have its headquarters in the Durham area. Mr Harold Grant

will be president and chief executive of Impel.
Liggett, which last year had sales of \$501m, is one of the smaller players in the \$355m

tobacco industry. The company controlled more than 20 per cent of the market in 1947, but

TRAVELERS Corporation is leaving the automobile and

homeowners' insurance mar-kets in nine states, bas

trimmed its agency force and overhauled its agent commis-sion schedule as part of a revi-sion of its personal lines busi-

Travelers is one of the largest US stock insurance compa-

nies. It said the actions were part of a plan to make its per-sonal lines operations more competitive and to focus resources on markets where

there was the greatest poten-tial for long-term growth and

Pezim key figure in Stikine battle

ducer, has fallen out with Mr Pezim. Corona has offered

shares worth \$65 to \$70 per Sti-

kine share, after a corporate restructuring. It would merge Stikine into a new holding company, Corona Gold.

It also wants to raise its stake in Prime Resources, con-trolled by Mr Pezim and associ-

ates, from 20 per cent to 45 per cent. Prime, in turn, owns the other half of Eskay Creek.

the extra 25 per cent of Prime

But Mr Pezim did not deliver

pess, Reuter reports.

Travelers sheds agents

in overhaul of business

tial for long-term growth and other states where it sees the opportunity for long-term growth and profitability.

impel Marketing, a sales and

LIGGETT Group, the US might buy back up to 1m

Shares in Liggett gained \$\frac{4}{2}\text{if has never recovered from its to \$\$11\frac{4}{2}\text{ at midday yesterday} on the New York Stock Exchange. The company said it

He added that the informa-

programme. The first aircraft, derived from the company's DC-10 airliner, is undergoing

flight tests.
Moreover, delivery rates and costs "are not yet satisfactory" on its well-established MD-80

Despite extensive reorganisation of its California airliner operations over the past 18 months, McDonnell Douglas still has a long way to go to meet brisk demand for the aircraft in a timely and profitable

manner.

Burdened by write-offs last year for military and civilian programmes, the company reported a net loss of \$39m on sales of \$14.59bn. Based on last year's results, cost cuts of \$700m would amount to a sav-ing of about 5 per cent.

on damages to be awarded to the former shareholders.

in a separate hearing to

Another group of Shell Oil shareholders, who did not tender their lm shares, have

filed a separate suit against

They argue that their shares

By 1980, Liggett's market

share was only 2 per cent, and the company introduced

generic cigarettes, sold in black and white packs for about 35 per cent less than standard cigarettes, in an attempt to survive.

As a result, Liggett's market share more than doubled in

over three years. But in 1884, Brown & Williamson, a subsid-iary of BAT Industries of the

UK and the third biggest US

cigarette maker, moved into

the generic cigarette market and offered wholesalers big

and offered wholesalers big rebates if they would buy from B&W instead of Liggett.
Liggett took B&W to court over its tactics, and in March, B&W was ordered to pay Lig-gett \$49.6m for predatory pric-ing, a violation of an anti-trust

law. The amount automatically

informed the insurance departments in South Carolina, North Dakota, South Dakota, Wyoming, West Virginia, Nevada, Idaho, Arkansas and Oklahome and that it would work with these departments to ensure an orderly withdrawal. During the transition, Travelers said it would make every effort to minimise disruption to

effort to minimise disruption to

pany, which also provides financial and healthcare ser-

vices, will continue to offer home and car insurance in

to Corons last Friday, as

arranged. Now he wants to renegotiate the deal at a higher

has opened the way for a Placer bid for Prime Resources,

which also owns 40 per cent of a nearby gold property and interests in many properties in the Eskay area.

Analysts believe Mr Pezim

The Connecticut-based com-

customers and agents.

are worth between \$89 and \$109

That will be determined

Arthur Ryan, aged 47, who has spearheaded the bank's push into retail banking.

Mr Butcher explained why he was stepping down, effec-tive October 31. "We've had significantly reduced corpo-Shell breached disclosure law rate finance earnings and we have some real estate problems. We are going to reorganise the bank and before moving ahead with major organisational change we wanted to take care of the sucinstead of tendering them to Royal Dutch. Judge Hartnett did not rule

Chairman

of Chase

shake-up

By Alan Friedman

in New York

quits before

MR Willard Butcher, chairman

and chief executive of Chase Manhattan, the second biggest

US commercial banking group, is resigning earlier than planned to make way for a

The surprise management change - the 63-year-old Mr Butcher was to have retired as chief executive at the end of this year and as chairman in October 1991 – comes days after Chase conceded that high overheads and weak demand for its corporate lending ser-vices would result in a signifi-

vices would result in a signifi-cant restructuring.

The change calls for the sale of Chase's operational head-quarters in Manhattan, prop-erties in Europe and possible job cuts of up to 3,600 people. Chase suffered a 67 per cent fall in net profits in this year's first quarter, after a \$665m first quarter, after a \$665m loss in 1989 that was attriwas the buted to increased Third World debt provisions and restructurings of Chase busi-ies in London and Arirona. Mr Labrecque said one of

Mr Labrecque said one of the new priorities at the bank would be "to continue to grow our retail banking," which last year accounted for about 40 per cent of basic earnings and will this year represent closer to 50 per cent of profits, due to the downturn on the corporate side.

Minorco takes full ownership of Big Springs By Kenneth Gooding,

Mining Correspondent MINORCO, the South African-controlled natural Oil and gas merger proposed

tripled, under the law, to resources group, has increased its gold interests in the US by

its gold interests in the US by acquiring the 40 per cent it does not own in the Big Springs mine in Nevada for USSGM.

The company's newly-formed subsidiary, Independence Mining, set up after Minorco paid a net \$880m for Freeport McMoBan Gold, bought the outstanding interest in Big Springs from Bull Eun Gold Mines.

Big Springs is forecast to produce about 38,000 troy ounces of gold this year. The purchase agreement also calls for Independence to "forgive"

for independence to "forgive" \$2.3m in Bull Run payments and grant Bull Run royalty payments. The Freeport acquisition

also gave Minorco 70 per cent of the Jerritt Canyon mine but Minorco said it was not negoti-ating to buy the outstanding 30 per cent from FMC gold.

CanPac unit in **US** acquisition

CANADIAN Pacific Hotels, wholly owned by Canadian Pacific Ltd, is buying 80 per cent of Methotels, of Phoenix, Arizona, from Metropolitan

Arizona, from Metropolitan Ice Insurance Company, New York, writes Robert Gibbens in Montreal.

Methotels owns the Double Tree and Compri chains, which have 63 hotels in 21 mates.

CP Hotels, now Canada's ignorest hotel group, has been

Placer was not saying any-ing but Corona chairman Mr Ned Goodman was clearly dis-appointed by Mr Pezim's move. largest hotel group, has been restructured. It will have 28,000 rooms in North Amer-

Brazilian losses hit Kanebo profits By Alice Rawsthorn KANEBO, the Japanese company which is the world's and labour costs in Brazil.

largest textile group, suffered a sharp fall in consolidated pre-tax profits from Y20.7bn (\$134.4m) to Y13.4bn in the year ended March 31, chiefly due to heavy losses at its Brazilian cotton company. The Brazilian business, hit

by high domestic inflation and the downturn in demand for cotton yarn in Japan, made a net loss of Y2.4bn compared with profits of Y200m in the previous year.

The business also suffered from surging production over. The textile companies

Kanebo experienced an even more dramatic fall in net profits to Y1.23bn from Y4.38bn, on turnover which rose modestly to Y656.1bn from Y643.3bn. The group's operating profits fell to Y31.6bn from Y46.2bn and earnings per share tumbled to Y2.47 from Y9.05. Kanebo, one the oldest tex-

ests. Its textile turnover fell to Y313bn from Y321bn, just less than 48 per cent of total turn-

tile companies in Japan, also suffered from the poor performance of its other textile intertion of higher raw material prices and weak demand for finished products. The Japanese textile indus-

try has just returned to stability after its problems in the early 1980s, when cheap imports from other Asian countries flooded into Japan. Kanebo fell into losses at the beginning of the 1980s, but recovered after radical rationalisation.

Its cost cutting was concentrated in the commodity areas of production, where it was most exposed to import compe-

were affected by the combina- tition. Kanebo has since increased its involvement with more upmarket products, such as its Japanese license for Christian Dior. Kanebo is also a leading

player in cosmetics. Turnover from cosmetics helped to compensate for the fall in textiles by rising to Y191bn from Y184bn, representing 29 per cent of overall sales.

In Tokyo yesterday Kanebo said it expected group net profit to increase from Y1.23bn to Y2bn and earnings per share to rise to Y4.03 from Y2.47 in

Anglovaal forms life company

planned to make way for a radical shake-up at the bank. He will be succeeded in both slots by Mr Thomas Labrecque, the 52-year-old president of the bank who has come up through the Treasury side of Chase. The new president and chief operating officer is the present vice chairman Mr Arthur Ryan aged 47 who has By Philip Gawith in Johannesburg

A LARGE new life insurance company, Anglovaal Insurance Holdings, has been formed in the Anglovaal group. It will have as its subsidiaries AA Life and Crusader Life (Cru-

life).

Anglovaal last year acquired a 41.4 per cent interest in the AA Life group and this latest transaction is further evidence of its desire to expand in the insurance field. Assets under administration in the new group total nearly R500m (\$109m) which will make it one of the 10 top life offices in the country. Dr Brian Benfield, chief executive of AA Life, will be the managing director of

ABERFOYLE, the Melbourne

base metals producer, has given a rosy preview of the approaching June 30 profit sea-son for the Australian mining

sector with a strong interim

sector with a strong interim earnings boost.

The company, whose operations are centred on Tas-mania, lifted net profit for the May half by more than 250 per cent from A\$5.55m to A\$19.78m (US\$15.6m) on sales doubled

The performance reflected the scaling-up of the Hellyer base metals deposit, commis-

The operation, one of the few world class base metals mines

to proceed in Australia in the past decade, lifted its pre-tax contribution to Aberfoyle's earnings from A\$2.5m to A\$25.6m.

Developments, the Canadian holding group, has made a pro-posal to the boards of inter-home Energy and Guif Canada Resources in which Guif would

merge with Home Oil, an Inter-home unit, AP-DJ reports from

Toronto.

The O&Y plan also calls for the separation of Interhome's oil and gas business and pipeline business.

interhome and Gulf's boards have authorised their respec-tive special committees to

OLYMPIA

sioned in March last year.

and Crulife that further funds would be needed for expansion and it would be better to reach agreement with a suitable con-trolling shareholder now, than face vulnerability in the future.

The agreement also ensures that both AA Life and Crulife will continue to operate inde-pendently to develop their respective market shares. This approach is seen as capitalising on respective strengths without undergoing the trauma of a takeover or merger

situation.

To establish the new life group, Cruhold is to acquire the AA Life Group's interest of 95 per cent in AA Life Assur-The rationale for the move ance Association for approxi-was the realisation by Cruhold mately R154.8m, in exchange

Aberfoyle 250% rise lifts sector

Hellyer's commissioning was

sweetly timed to catch an

upswing in base metal prices, and its earnings contribution

would have been higher but for

would have been higher our for metallurgical problems.

Higher metal prices bene-fited all Aberfoyle's operations, including the Que River and Bardoc mines. The directors forecast "satisfactory" profit-ability for the second half, but warned that earnings hinged on Hallwar's performance.

on Heliver's performance.

The latest result was after deducting tax of A\$12.09m, against A\$5.24m previously, and interest expense of A\$3.88m against A\$1.29m. Exploration write-offs rese

Exploration write-offs rose from A\$4.25m to A\$4.98m.

Elders Resources raised its takeover offer for Oakbridge to

consider terms of the proposed

plan of arrangement.

If the proposal is implemented, Interhome shareholders will be provided with direct ownership of Interhome's oil

and gas business through direct ownership of the merged

oil and gas company and retain direct ownership of Inter-home's pipeline business. Gulf Canada shareholders will have

direct ownership in the merged

oil and gas company. Holders of Interhome and

Gulf common shares would be

90 Australian cents a share a single-purpose brewing com-from 80 cents and won accep-

for the issue and allotment of approximately 123.8m Cruhold ordinary shares at 125 cents

per share.
To reflect Anglovaal's
41.4 per cent interest in the AA Life Group, Cruhold is being renamed Angiovaal Insurance Holdings (Avins). The AA Life Group will be renamed the AvF group with Avins becoming its subsidiary. AA Life and Cruifs subsidiary. Crulife will, in turn, be Avins's

The new group expects to achieve substantial savings in administrative overheads by forming a company to provide administrative services

AVF, Avins and Crulife will be listed. The move is subject to confirmation by various regulatory authorities.

tance for the bid from Oak-

bridge directors, AP-DJ reports

from Melbourne. The revised offer values all

of Oakbridge at about A\$290m.

It comprises an unconditional

86 cents a share, plus 4 cents to be paid later if Elders gets at least 90 per cent of the coal-

mining concern's stock from 75

per cent of shareholders so that it can compulsorily

acquire the rest under Austra-

lian laws.

Elders Resources, which already owns 72.8 per cent of the ordinary, or common, shares of Oakbridge, in turn is 43 per cent owned by Elders IXL, the brewing, resources, financial-services and agribusi-

ness conglomerate that plans to sell most assets and become

entitled to voting shares of the

merged oil and gas company based on share exchange ratios

yet to be determined.
O&Y has proposed that special committees of Interhome

and Gulf negotiate terms of the proposed merger, including

share exchange ratios. Holders of Guif Canada pre-

ferred shares would be entitled to the same number of shares

of the merged oil and gas com-pany with the same attributes as Guil's preferred shares cur-rently held.

Skopbank

Yen 1,000,000,000

Capped Floating Rate Notes due 1992

Yen 1,000,000,000

inverse Floating Rate Nilukel-Linked Notes due 1992

Christlania Bank OG

Kreditkasse

Yen 1,000,000,000

Capped Floating Rate Notes due 1992

Yen 1,000,000,000

Inverse Floating Rate Nikicel-Linked Notes due 1992

Den Norske Bank A.S.

Yen 3,000,000,000

Nilikel-Linked Notes due 12th October 1992

in accordance with the terms and conditions of the above issues, the appointment of Drexel Burnham Lambert Securities Limited as Calculation Agent has been terminated. Banque Indosuez is appointed as

replacement Calculation Agent with

By The Chase Mantelton Back, N.A. Piscal and Principal Poylog Agent

lune 22, 1990

Amax to shed 80 jobs by year-end

AMAX, the US natural resources producer, said it planned to cut about 40 per cent, or 80 jobs, from its total workforce of 200 by the end of the year, continuing the decen-tralisation and consolidation of its corporate structure, AP-DJ reports from New York.

The company, which has interests in domestic energy and gold production as well as aluminium and manufactured aluminium products, plans to close its Greenwich, Connecti-cut, office by the year-end. Amax moved its executive offices from Greenwich to New jobs there earlier this year.

An Amax official said that some Greenwich employees would be transferred to New York. Some functions would be assigned to operating units and some jobs would be eliminated.

The official said the company expected some cost savings from the lay-offs, but he gave no estimates. He said he believed the appropriate write-offs would be taken this

Amax, which had 20,000 employees at the end of 1989. quarter net income to \$50m or cents a share from a year earlier, a result of a softening economy and sharply lower aluminium prices. Sales fell 5.3 per cent to \$927.9m.

Ashland Oil set for record

ASHI.AND OIL, a leading US independent petroleum refiner, expects record third-quarter earnings as well as record operating income from Ashland Petroleum, Reuter

reports.

The company said it expected earnings in the current ouarter (to end-June) exceed by a comfortable margin the prior third-quarter record of \$82m or \$1.21 per

share, earned in June 1986."
in last year's June quarter
the company earned \$43.5m or
78 cents a share. The company said it expects operating income of Ashland

operating income of Ashiana Petroleum, its reflining and marketing division, to exceed the previous third-quarter record of \$110m set in 1986. Ashland Petroleum's 1989 third-quarter operating income was \$53m.

STATE BANK OF SOUTH AUSTRALIA A \$75,000,000 FLOATING RATE NOTES DUE 1994

Holders of the notes of the above issue are hereby notified that for the next interest sub-period the following will apply.
INTEREST RATE: 14.58 PER CENT PER ANNUM.

INTEREST PERIOD: 18 JUNE 1990 - 18 SEPTEMBER 1990 INTEREST AMOUNT DUE: 18 SEPTEMBER 1990 PER A\$10,000 NOTE: A\$367.50 PER A\$5,000 NOTE: A\$183.75

York

BANK OF TOKYO AUSTRALIA LIMITED

LEEDS PERMANENT BUILDING SOCIETY

d in England under the Building Societies Act 1986)

issue of up to an aggregate of £200,000,000

Senior Variable Rate Notes Due 1994

Subordinated Variable Rate Notes with a maturity of 12 years

Notice is hereby given that for the three months interest period from June 21, 1990 to September 21, 1990 (92 days) the Senior Notes and Subordinated Notes will carry interest rates of 151/2% and 15.2375% respectively. The interest payable on September 21, 1990 for the Senior Notes will be £379.66 and for the Subordinated

By: The Chase Manhattan Bank, N.A. London, Principal Paying Agent June 22, 1990

OCHASE

ANA HOTELS AND

Guaranteed Notes due 1999

US\$50,000.000

Coupon Rate for the six month period 21st June, 1990 to but excluding 21st December, 1990 will be 8,4875%. Coupon Amount US\$11,421.61

Payment Date 21st December, 1990 By Mitsui Taiyo Kobe Trust International Limited (Agent Bank)

TOP FINANCE (BERMUDA) LTD US \$15,000,000 FLOATING RATE NOTES DUE 1999 Notice is hereby given that for the interest period from 21 June 1990 to 21 December 1990 the notes will carry an interest rate of 8.5375% per annum.

CHEMICALBANK as Agent Bank

BUSINESS SOFTWARE

A selection of software packages to suit your business needs appears every Saturday in the WEEKEND FT. Order your copy

Citicorp Finance PLC

£150.000.000 Guaranteed Floating Rate Notes Due December 1997 Unconditionally Guaranteed by

CITICORPO

Notice is hereby given that the Rate of Interest has been fixed at 15.0375% and that the interest payable on the relevant Interest Payment Date, September 21, 1990 against Coupon No. 19 in respect of £10,000 nominal of the Notes will be £379.03.

June 22, 1990, London By: Citibank, N.A. (CSSI Dept.), Agent Bank CITIBANCO

By Roderick Oram in New York

RJR NABISCO, the food and tobacco group taken private last year in a \$25bn recordbreaking buy-out, said it planned to inject fresh equity into its balance sheet and to lighten its heavy load of junk bonds. Wall Street is expecting the package to be worth about

The news was well received by the junk bond market which had been bothered by some of RJR's bonds, particularly two issues which have performed poorly because of their structure. With RJR will-ing to address these concerns. "people are looking at the high yield market more positively." one junk bond analyst said. Prices of RJR's junk bonds soared on the news.

RJR equity injection plan lifts junk bonds The announcement outlined The announcement outlined three sources of funds RJR was pursuing. First, Kohlberg Kravis Roberts, RJR's majority owner as a result of the buy-out, would contribute a further \$1.7bn of equity into

> conditions. Second, RJR said it was talking with its banks about borrowing more money to refinance some increasing rate notes and some existing bank debt. It also wanted to change bank credit agreements to bank credit agreements "to permit the repurchase of a sig-nificant amount" of securities which had financed the buy-out. Third, it might swap some existing payment-in-kind securities which pay interest in the form of additional bonds

The two issues carry an additional liability in that RJR has to reset their coupons by next April to a level that boosted their prices back to their origi-nal issue level. At the depressed prices the 14.07 per cent debentures had been trading. RJR would have had to

reset them at a coupon of at least 18 or 19 per cent, further straining its finances. RJR said KKR would con-

tribute its fresh equity if the coupons could be reset at a satisfactory level. In essence, KKR is asking the markets to recip-rocate by showing faith in RJR and the impending financial

an acceptable reset possible. RJR gave no details of the plan, saying only it hoped to begin implementing it by the end of July. But reports suggested, however, that it was seeking about \$2.55n in new bank loans and shout \$1.5h bank loans and about \$1.50n through the preferred stock issue, on top of KKR's \$1.7bn

Marine Midland Bank N.A.

U.S. \$125,000,000

For the three months 21st June, 1990 to 21st September, 1990 the Notes will carry an interest rate of 8 k% per annum with a coupon amount of U.S. \$215.63 per U.S. \$10,000 Note and U.S. \$1,078.13 per

Listed on the London Stock Exchange

the company under certain

for cash and for new preferred stock paying cash dividends and convertible into RJR

The junk bond market was growing increasingly unhappy about the payment-in-kind securities, preferring those that paid cash. Investors reckon that RJR can afford to pay more cash interest now rather than face a greater lia-bility later from the payment-in-kind securities.

package by bidding up the price of the bonds to make

Floating Rate Subordinated Capital Notes due 1996 U.S. \$50,000 Note. The relevant interest payment date will be 21st September, 1990.

Bankers Trust Company, London

Agent Bank

THE TOP 1000 WORLD BANKS

Published every month by The Financial Times, THE BANKER has been producing listings of the Top World Banks for 21 years. In the JULY ISSUE: The Banker publishes THE TOP 1000 WORLD BANKS listing

65 PAGES OF STATISTICAL LISTINGS This comprehensive Ashia analyses # Strength (capital) # Size (assets) # Soundness (capital: assets models Profits Performance (return on capital, real profits growth, return on as ■ The Top 10 Winners ■ The Bottom 10 Losers. According to these criterial each bank is carried by position in its own country and worldwide.

PLUS DETAILED ANALYSIS Not only statistics but also comment and analysis on the development of banking markets by region. The July issue of The Banker includes special emphasis on Asia and examines 10 countries including JAPAN. AND ALL THE REGULAR FEATURES Trade

Finance, International Finance, Banking Tomorrow and Special Reports - The July issue of The Banker includes special reports on the banking and finance sectors in Hungary and Egypt.

SPECIAL SUBSCRIPTION OFFER Complete the coupon below and you are.

entitled to receive your first two issues of The Banker absolutely free with our compliments. Your full subscription will start with the third issue. Should you decide to cancel after the second issue you will owe nothing and we will refund in full the

value of any

unmailed

SIGNATURE

Reply address: Jill Kirkman, The Banker, FT Magazines, Greystoke Place, Fetter Lane, London EC-IA 1ND, England.

☐ YES, I would like to take out an annual subscription to THE BANKER and take advantage of your special introductory offer of 14 ISSUES FOR THE PRICE OF 12. RATES ☐ 655 EIRE ☐ 657 UK ☐ 685 EUROPE ☐ USS 148 USA AIRSPEED US\$179 AIRMAIL GOS REST OF THE WORLD AIRSPEED 4130 REST OF THE WORLD AIRMAIL

MONEY BACK GUARANTEE It. at any time, you wish to stop receiving THE BANKER, simply cancel and we will refund the unexpired portion of your subscription. Registered office: Number One Southwark Bridge, London SE1 9HL. Registered in England No: 980896

The information you provide may be used to keep you informed of other F.T.B.I. products and may be used by third parties. (Data Protection Act 1984 — Reg. No. D 0769 026).

 \Box Please invoice me/my company. \Box I enclose a cheque pavable to ET. BUSINESS INFORMATION LTD. ☐ Please debit mis credit card: ☐ AMEX ☐ VISA ☐ ACCESS ☐ DINERS BLOCK CAPITALS PLEASE MR/MRS MS_ COMPANY/PRIVATE ADDRESS.

AFINANCIAL TIMES PUBLICATION

INNOVATIVE The Top 1000 World Banks listing is now available on disk. If you wish to receive further information TECHNOLOGY on this new service please tick the box or call Mal Taylor at The Banker on 071 251 9321.

623028

SPONSORED SECURITIES

					Green	Yield		
High	Low	Согиралу	Price	Change	div (p)	%	P/E	
363	280	Ass. Brit. Ind. Ordinary	280	0	10.3	3.7	7.5	
38	19	Armitage and Rhodes	25	0		-	-	
210	133	Bardon Groso (SE)	150	ò	43	2.9	14.6	
125	9b	Bardon Group Co Prof CSID	97	ō	67	6.9		
123	71	Bray Technologies	71	0	5.9	8.3	6.3	
110		Bremhill Conv. Fref	82	ă	11.0	13.4	-	
315			315	Ö	18.7	5.9	2.5	
176		CCL Group 11% Conv. Pref	163	Ō	14.7	9.0		
225	140	Carbo Pic (SE)	215	+5	7.6	3.5	126	
110			110	ō	10.3	9.4		
		*Magnet Ge Hon-VotlagA Cov		Ŏ				
		"Magnet Go Hon-Voting B Cnv		ă	_		-	
130		Isls Group	145	ē	6.8	12.3	3.7	
145		Jackson Group (SE)	116	+1	3.6	3.0	13.7	
345		Multihouse NV (AmetSE)	345	Ď	410			
				ő	10.0		4.7	
158	96	Robert Jenkim	130			7.7		
467	320	Scruttors	320	0	30.9	6.3	8.9	
165		Unistrut Europe Conv Pref	16014	0	9.3	5.8	-	
395	243	Veteristary Drug Co. PLC	243	0	22.0	9.1	6.5	
382	276	W.S. Yeates	382	0	16.2	4.2	31.8	

Securities designated CSD and (USM) are dealt in subject to the rules and regulations of the ISE. Other securities listed above are dealt in subject to the rules of TSA. These securities are dealt in strictly on a matched bargain basis. Neither independent

Independent (Ampanies Eschatge Limited 17 Marcell Street, London ETSAF Telephone (71:488-12)2 Monder of TSA

Granville Davies Limited 77 Marsell Street, London El SAF

To the Holders of

COLLATERALIZED MORTGAGE OBLIGATION TRUST SIXTEEN

Class 1 Floating Rate Bonds Due 3/20/2018

Pursuant to the Indenture dated as of December 1, 1986 between Collateralized Mortgage Obligation Trust Sixteen and Texas Commerce Bank as Trustee, notice is hereby given that the interest rate applicable to the above Bonds for the interest period from June 20, 1990 through September 19, 1990 as determined in accordance with the applicable provisions of the Indenture, is 8.8125% per annum. Amount of interest payable will be \$15.19065752 per \$1,000 principal amount.

COLLATERALIZED MORTGAGE OBLIGATION TRUST SIXTEEN

EASTERN EUROPE

We have 25 years' experience in doing business with Czechoslovakia, East Germany and Poland.

We can introduce you into any sector, but especially in Metallurgy, Textiles, Food and the service industries.

Write and tell us about your specific interest in these important new market areas.

'ANDREWS & LAWSONS, S.A." Ref: ESDESA 5, rue Neuve-du-Molard 1204 Geneva, Switzerland

GOLD FIELDS COAL LIMITED

(Incorporated in the Republic of South Africa) (Registration No. 01/01124/08)

DECLARATION OF DIVIDEND

Interim dividend No. 154 of 40 cents per share has today been declared in South African currency, payable to shareholders registered in the books of the company at the close of business on 29 June 1990. Warranis payable on 8 August 1990 will be posted to sher 7 August 1990.

Standard conditions relating to the payment of dividends are obtainable at the share transfer offices and the London Office of the company.

Requests for payment of the dividend in South African currency by members on the United Kingdom register must be received by the company on or before 29 June 1990 in accordance with the above-mentioned conditions. The register of members of the company will be closed from 30 June to 6 July 1990, mounts.

By order of the Board, per pro GOLD FIELDS CORPORATE SERVICES LIMITED London Secre

London Office: Greencoat House Francis Street London, SW1P 10H

United Kingdom Registrar: Barclays Registrars Limited 6 Greencoat Place London SW1P 1PL

27 June 1990 A MEMBER OF THE GOLD FIELDS GROUP

Security Pacific Australia Limited

A \$60,000,000 **Guaranteed Retractable Notes Due 1995** Unconditionally guaranteed as to payment of principal and interest by

Security Pacific Corporation

Notice is hereby given that the Rate of Interest relating to the above Note issue has been fixed at 14.98 per cent per annum for the period 27th June 1990 to 27th June 1995.

Security Pocific Merchant Bank is the business name of Sec. Facilit Notions Bank, a member of The Jesurinis Associati



Republic of Venezuela U.S. \$166,000,000 ling Rate Notes due 1994 U.S. \$167,000,000 Roating Rate Notes due 1998

U.S. \$157,000,000 Floating Rate Notes due 2003 Frogating rates profess due 2004.

For the interest panod from June 22, 1930 to December 24, 1990 the rate has been determined at 9%%. The interest amounts payable on December 24, 1990 will be U.S. \$491.41 per U.S. \$10,000 in registered form and U.S. \$1,228.52 per U.S. \$25,000, U.S. \$4,914.06 per U.S. \$100,000 and U.S. \$12,285.16 per U.S. \$250,000 in beauer form in beauer form.

y The Chase Manbattan Bank, M.A. June 22, 1990

SANWA AUSTRALIA LEASING LIMITED SANWA AUSTRALIA **FINANCE LIMITED** A\$100,000,000

Guaranteed Floating Rate Notes Due 1993 n accordance with the condition of the notes, notice is hereby given that for the three-month period 20th June 1990 to 20th September 1990 (92 days) the notes will carry an interest rate of 14.7742% p.a. Relevant interest payments will be as follows:

Notes of A\$100,000 A\$3,723.91 per coupon. THE SANWA BANK LIMITED Agent Bank

INTERNATIONAL CAPITAL MARKETS

Treasuries unsettled by upward revision of GNP

By Janet Bush in New York and Deborah Hargreaves in London

US Treasury bonds shipped from slightly higher levels in overseas trading after a sharp upward revision in first-quar ter US gross national product. This appeared to undermine even further those who believe that the Federal Reserve will lower interest rates to boost However, the negative reac-

tion was very modest and trading was quiet.

At midsession, the Trea sury's benchmark long bond was quoted 1 point lower for a rield of 8.52 per cent. The resilience of the market should be seen in the context of Wednesday's sharp drop in prices.

First-quarter GNP was revised upwards to a gain of 1.9 per cent from 1.3 per cent pre-viously reported. Net exports were revised up, and partially offset by a fall in personal consumption.

The accompanying inflation indicators were more encouraging and served to balance

GOVERNMENT BONDS

the upward revision in the growth figure. The implicit price deflator was revised to a gain of 5.4 per cent from a rate of 5.7 per cent previously reported and the fixed-weight index was revised to 6.4 per cent from 6.7 per cent estimated earlier.

The bond market has been on the defensive this week because of approaching new supply. The Treasury is set to auction a record \$11.25bn in two-year notes next week, which compares with the last two-year sale of \$10.75bn.

8.875 8.750 05-00 05/20 US TREASURY 4.50 7.750 02/00 92.8700 -0.166 8.90 95 9526 92 3430 FRANCE BIAN 9 COD 9.750 05/00 93.1070 -0.150 10.31 9 000 05/00 100 1902 -0 120 8 97 8 96 5 97 NETHERLANDS

12 000 7/99 92 0647 +0 049 13 55 11 64

BENCHMARK GOVERNMENT BONDS

■ THE West German bond

market remains in disarray

London Clasma, "denotes New York marning Session Yields Local market standard Prices US UK

over rumours about new issues. Trading was extremely quiet yesterday with the mar-ket dominated by technical issues and a small amount of domestic participation.
It now appears that the first

issue of bonds to finance German unification will be launched to coincide with monctary union at the beginning of July. In addition, the next federal bond will probably be issued in September.
The London International

Financial Futures Exchange (Liffe) has deferred listing its March 1991 bund futures contract in a bid to determine whether unity bonds will be eligible for delivery against the contract. Liffe is trying to discover the similarity unity bonds will bear to federal bunds - the terms of the issues, market reaction and the name of the bonds.

The uncertainty surrounding

unity bonds has kept some for eign investors from the Ger man market, but other domestic retail clients are taking a very short-term view and buy ing Bunds, German banks took up a good part of the futures business yesterday as they sold swaps and bought Bund

Supplement Data 470 AS Price Sources

m IN London, prices for gilt-edged securities wavered as the market digested the speech by Mr John Major, the UK Chancellor, on European economic monetary union.

initially, traders were disap-pointed that his speech on Wednesday made little reference to the UK's membership of the exchange rate mechanism. Prices oscillated before closing a few ticks lower than Wednesday's close.

A benchmark 11's per cent bond maturing in 2003.07 closed at 102], offering a yield of 11.32 per cent, as the market remained exceptionally quiet.

Chile telecom company to issue ADRs

COMPANIA de Telefonos de Chile (CTC) is set to become the first South American company to be listed on the New York Stock Exchange in 27 years when it issues \$110m worth of American depositary receipts (ADRs) next month,

Reuter reports.

The listing of level three ADRs will be underwritten by a syndicate led by Salomon Brothers and co-managed by the World Bank's International Finance Corporation. The IFC

will underwrite 20 per cent of the issue, CTC, which is 40 per cent owned by Telefonica Inter-nacional de Espana, made a profit of \$95.6m last year. Its registration statement is under consideration by the Securities and Exchange Commission.

The talks on our applica-tion are going very satisfacto-rily and we expect to launch issue at the beginning of "CTC said. The shares on the NYSE. Chile's Central Bank has authorised Chilean companies to operate with ADRs and is now drafting foreign exchange regulations allowing them to move dollars in and out of the country

through the currency market.

The issue is aimed at financing a five-year investment plan which is due to cost \$1.3bn. CTC plans to double Chile's 600,000 telephone lines and expand its facsimile, cellular and data transmission services

the US and Europe, but traded

FT/AIRD INTERNATIONAL BOND SERVICE DENMARK 8 1,291 FI
MEINEMENT 7 3/8 94 FI
PRILIPS CLOBELA WPS N 5 3/4 92 FI
RABOBANK 5 3/4 93 FI
VALUE BANK 5 1,4 91 FI
ALBERTA PROVINCE 10 92 CS
BCE LINC 95/8 93 CS
SELL EARADOL 10 5/8 99 CS ALDERIA PROVINCE 10 47 CS
BELL CAMADA 10 58: 99 CS
BELL CAMADA 10 58: 99 CS
BERTISH COLUMBIA 22 114 91 CS
EIB 10 18: 98 CS
FÜBE CHEET CAMADA 10 94 CS
FÜBE CHEET TO 10 114 93 CS
FÜBER PROVI 10 17: 99 CS
FÜBER PROVI 10 17: 98 CS
FÜBER PROVI 11: 99 CS
FÜBER PROVI 13: 14 99 CS
FÜBER PROVI 19: 14 99 CS
FÜBER PROVI 19: 14 99 CS
FÜBER FÜBER CHEED FERNAMENT 19: 14 95 CS
FÜBER CHEED FERNAMENT 19: 15 SS
FÜBER CHEED FERNAMENT 19: 14 95 CS
FÜBER CHEED FERNAMENT 19: 15 SS
FÜBER CHEED FERNAMENT 19: 15 SS
FÜBER CHEED FERNAMENT 19: 14 95 CS
FÜBER CHEED FÜBER CHEED FERNAMENT 19: 15 SS
FÜBER CHEED FERNAMENT 19: 14 95 CS
FÜBER CHEED FÜBER CHEED FERNAMENT 19: 15 SS
FÜBER CHEED FÜBER CHEED FERNAMENT 19: 15 SS
FÜBER CHEED FÜBER CHEED FÜBER CHEED FERNAMENT 19: 15 SS
FÜBER CHEED FÜBER CHEED FERNAMENT 19: 14 95 CS
FÜBER CHEED FÜBER CHEED FERNAMENT 19: 14 95 CS
FÜBER CHEED FÜBER CHEED FERNAMENT 19: 14 95 CS
FÜBER CHEED FÜBER CHEED FERNAMENT 19: 14 95 CS
FÜBER CHEED FÜBER CHEED FERNAMENT 19: 14 95 CS
FÜBER CHEED FÜBER CHEED FERNAMENT 19: 14 95 CS
FÜBER CHEED FÜBER CHEED FERNAMENT 19: 14 95 CS
FÜBER CHEED FÜBER CHEED FERNAMENT 19: 14 95 CS
FÜBER CHEED FÜBER CHEED FERNAMENT 19: 14 95 CS
FÜBER CHEED FÜBER CHEED FERNAMENT 19: 14 95 CS
FÜBER CHEED FÜBER CHEED FÜBER CHEED
FÜBER CHEED FÜBER CHEED FÜBE CLEE 9 14 93
DENIARK 8 114 94
EECS B 14 94
EECS B 14 94
EEC 7 14 94
EIB 7 3/4 96
EIB 10 97
ELECOE PRANCE 9 99
ELEROFINA 9 14 94
ELEROFINA 9 14 94 Ġ. EIB 10 97
ELEC DE FILANCE 9 90
EUROFINA 9 1/4 96
EUROFINA 9 1/4 96
EVORT 9 1/2 99
FINAND 7 7/8 97
FINAND 7 7/8 97
FINAND REPORT 9 3/8 95
FORD MOTOR CREDIT 9 1/2 93
EAZ DE FRANCE 12 1/3 93
EAR SLEE CAPITAL 9 3/8 96
EMAC 9 1/8 96
HALIFAM 9 1/2 93
EBM WORLD TRADE 7 5/8 93
HOU SK LAPAN FIR 7 7/8 97
HYTER ANIER OEV 7 5/8 96
HALIFAM 9 1/2 93
JAPAN DEV BR 9 94
JAPAN DEV BR 9 94
JAPAN DEV BR 9 94
LICES 8 5/8 93
HEW ZEALAND B 95
HIPPOR CRED BR 9 3/8 95
HIPPOR TELE TEL 9 3/8 95
MISSAN ACCEPT CORP 9 1/4 95
DITMINE A YORK B 1/4 96
DOTER KONTROLLES 18 95
FRUDENTIAL R. ITY SECS 0 99
QUEBEC PROM 9 98
SANISSIURY 9 1/8 98
SANISSIURY 9 1/8 98
SASING 99

SAS 10 99

STATE RE STM AUTT 9 1/8 95

SAS 10 99

STATE RE STM AUTT 9 1/8 98 1017724 100724 1 SAIRSBURY 1/8 %
SAS 10 99
STATE BK STH AUST 9 1/4 93
SYMMORD IS T7 5/4 91
SWEDEN 8 1/8 94
SWEDEN EXPORT 9 5/8 93
TOKYO METROPOLUS 8 1/4 96
WORLD BANK 8 3/8 97
AEROX CORPN 8 3/8 96

BEUTSCHE MARK STRAIGHTS ASIAN DEV BANK 8 94 AUSTRA 6 98 CNT 6 1/8 98 CREDIT FONCIER 6 3/4 99 DEUTSCHE 8K FIN 5 5/8 96 PLOATING KATE HOTES
ABBY NATIONAL 1/16/00 E.
ALBERTA PROVINCE 1/29/93
ALLINEZ BLICES 005 94 E.
BANCO DI NAPOLI INT 91
BANCO ROMA 0.03 91
BELGUM 1/16/97 0M
BFCE -0.02 96
BRITANNA 1/15/96 E.
CITICORP 1/4/99
CITIZENS FED 0 15/96
COMMERZER DIS FIN 93
SENEARK -1/16/99 87191 100.01 100.01 100.01 100.01 100.01 100.01 100.01 100.00 100 C. 690 15 3123 8 4063 15 3300 8 2900 8 4175 8 4175 8 4175 8 5125 8 3125 8 3125 8 125 8 325 EECS 3/8 93 EB 6 1/8 95 ELEC DE FRANCE 6 1/8 98 ELEC DE FRANCE 6 1/8 98 EUROFIMA 6 1/4 98 FERRO DEL STATS 3/8 93 IND BK JAPAN FIN 5 5/8 94 INTER AMERICA DEL STATS 3/8 93 ********* COMMERZER DES FIN 93
DEMMARK - JR 96
FERRO DEL STAT 94
HALIFAX J/10 94 6
MITSUH FIN ASIA J/8 96
MITSUH FIN ASIA J/8 97
MAT WEST FIN 3/16 05
MERY JEAN JAM 95
MERTHEAST SAVINGS 1/10 96
PORTUGAL 0 05 93
QUEBEC PROV 01
SENTE 98
UNITED KINEDOM - J/8 96
MITED KINEDOM - J/8 96
MITED KINEDOM - J/8 96 WORLD BANK 7 128 95

LWILE TRANE STRAIGHTS
ASIAN DEV BANK 6 10
AUSTRIA 4 58 98
DENMARK 3 34 91
EEEC 5 12 00
EIB 5 344 73
IAPAN DEV BK 5 12 794
IAPAN DEV BK 5 12 795
IAPAN DEV BK 5 14 795
IAPAN DEV B 8812 WELLS FARSO 1/16 94. -4 +12+1-2 CORVERTIBLE REMYS
ARGAL CROUP 4 1/2 02 6
ASQALMF1 43/4 02 F.
SURTOR CROUP 4 3/4 01 F.
EASTMAN KORAK 6 3/8 01
CROCK WIFE 6 1/8 03
CRACK WIFE 6 1/4 02 F.
GRAND MET 6 1/4 02 F.
HAWLEY 6 02 PREF GRACE WING 13402
GRAMD MET 6 1402 E
GRAMD MET 6 1402 E
HAWLEY 6 02 PREF
HILLSDOWN 4 1/2 02 E
HITLPAPER 5 3/4 02
METAL BOX 5 3/4 02 E
MITSUBSHI BK 1 3/4 02
GEOEN 6 02
PALTIED DIMLOP 6 3/4 97
TEXAS INSTRUMENTS 2 3/4 02
THORN EMI 5 3/4 04 E 711 706 718 702 7.05 7.01 7.27 7.12 7.34 6.98 7.05 6.89 20000 20000 20000 40000 50000 35000 150000 60000 50000 50000 20000 50000

VOICE BEAR / 1/4 V2

VEN STRAIGHTS

AUSTRIA 4 3/4 94

CANADA 4 3/8 92

CERDIT FORCER 5 1/4 94

DENMARK 7 95

EIR 4 5/8 94

FINA 6 7/8 92

CENTRAI ELECTRIC 5 3/4 93

ITALY 5 3/4 92

KARSA ELET PWR 4 5/8 94

ROPRON TEL & TEL 5 7/8 96

WORLD BARK 6 3/4 90 STRAIGHT SONDS: The yield is the yield to redemption of the bid-price, the amount issued is in millions of currency units. Chy. day - Change on day

FLOATBIG RATE NOTES: Denominated in dollars unless otherwise indicated Coupon shown is minimum. Spread = Margin above six-month
offered rate (three-month Sebove mean rate) for US dollars, C.cpn = The current coupon.

CONVERTIBLE BONDS: Denominated in dollars unless otherwise indicated, Cav. price = Nominal amount of bond per share expressed in
currency of share at conversion rate fixed at issue. Prem = Percentage premium of the current effective price of acquiring shares via the bond
over the most recent price of the shares.

The Financial Times Ltd. 1990. Reproduction is whole or in part is any form not permitted written written compared by Association of international Bond Dealers.

NASD may introduce one share, one vote

By Roderick Oram in New York

THE National Association of Securities Dealers is considering introducing a "one share, one vote" rule to prevent companies listed on its over-the-counter market from disenfranchising their existing

shareholders. The rule, to be considered by the association's advisory and governing boards next month. would seek to enforce the same standards that the Securities and Exchange Commission had been trying to lay down.

The SEC, along with many other securities industry organisations, wants to prevent companies from adding classes of shares with voting rights inferior to those of its existing shares. The agency accepts differing voting rights in an initial public offerlag where investors understand from the outset the unequal noting power. Also, it would not force changes in the existing unequal voting structures of some 350 companies, half of which are listed on the NASD's automated NASDAQ system.

But the SEC's two year old rule on the subject, 1904, was overturned last week by a federal appeals court which judged that the agency had over-stepped its authority. The SEC said it had yet to decide whether to take the Issue further in court.

The SEC's rule "seems to have worked reasonably well," said Mr Grant Callery, NASD's deputy general counsel. It was close to proposals NASD made in 1987 to "prevent disenfran-chisement of existing share-bolders," but stopping short of telling companies what their capital structure should be.

A new NASD role would preserve the distinction and would apply only to those companies seeking to introduce a new class of share to the detriment of existing

Hong Kong to recruit investors

HONG Kong's Stock Exchange is planning a drive to recall investors following a survey showing that only 9 per cent of the colony's adult population put money into local equi-

ties, Reuter reports.
Mr. Francis Yeung, chief executive of the exchange, said as he unveiled the privately commissioned survey that the exchange was studying ways of simplifying the procedure for huying and selling shares, and would stage a series of roadshows. • The Hong Kong Futures Exchange expects to introduce

June. It plans to start trading options before the HKSS, which is scheduled to introduce options around June next

stock options before next

The futures exchange has approved a plan to issue new shares. It has an authorised capital of 692 shares and 192 have been issued so far.

Taiwan Forex turnover at peak By Peter Wickenden In Taipel

TURNOVER on Taiwan's foreign exchange market broke records for the second day running as speculative buying of US dollars reached a frenzy. Turnover, which his \$565m on Wednesday, surged to \$748.5m yesterday. Dealers said a large proportion of the US dollar buying was by snall individual investors shifting their attention from the stock market.

Since January the Taiwan dollar has depreclated nearly 5 per cent. The Central Bank, concerned that currency weak-ness will increase inflation. continues to sell US dollars in an effort to support the local

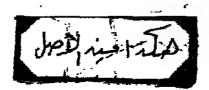
Malta may set up stock market

MR George Bonello Du Puis, the Maitese Finance Minister, said yesterday that he hoped parliament would shortly approve a Bill to set up a stock market in Malta: Reuter

He said the draft Bill had been prepared by a committee headed by the governor of Malta's central bank and representatives of financial institutions in various countries. He hoped for parliamentray approval before the end of

He said the exchange was an essential part of reforms aimed at bringing Malta closer to the European Community.

Malta is expected in apply for EC membership next



75 Gg

Hone Kong

to recruit

investors

INTERNATIONAL CAPITAL MARKETS

Japanese equity warrants given chance of a second wind

Andrew Freeman looks ahead to a new issue revival and speculates on hopes for a more orderly market this time round

equity warrants is on the way back. Unless there is a further setback on the Tokyo stock market, the first new issue since mid-March should be launched on July 6 by Nomura Securities for Daikyo, a property com-pany specialising in high-rise apartment developments.

It will be followed by a series of further deals as the issuing machine which pumped out \$63hn of paper last year swings back into action.

Equity warrants are instruments giving investors the right to buy a fixed number of shares in the issuing company

Most are issued attached to dollar-denominated Eurobonds and are then split off and traded separately. They are attractive because they allow a cheap way of speculating on the performance of an equity.

The news of the market's reopening offers precious relief to a host of securities houses in the Eurobond market. Since the closure of equity warrant business in March, forced by

the sudden collapse of the Tokyo stock market, there has been a severe profits squeeze. Houses which last year relied on small participations in warrant deals for the bulk of their revenues have found their fixed overheads ever harder to sustain during the market's absence. The resump-tion of the profits stream will

be a lifeline.
However, leading players in the market are more concerned about an orderly return to business rather than the profit-ability of their rivals. Discussions between the big four Jap-anese houses – Nomura, Nikko, Yamaichi, and Datwa – over the terms at which borrowers should tap the market are said to have been heated.

Although there is no official greement between the houses, eral policy of restraint is in their collective interests. Whether this voluntary code will outlast the huge demand expected for the first few issues remains to be seen. The calendar for new deals

thought to be planning \$1.5bn of issues in July and the other houses are likely to be close

behind. It appears that the big four have largely stuck to a moderate issue size, with the ceiling set at about \$300m. An early deal for Sumitomo Metal Industries via Nikko

Securities is expected to be \$320m, but most deals will be \$250m or \$300m.
It is unlikely there will be any small deals. Investor demand in Tokyo is said to be demand in Tokyo is said to be mainly for issues with above-average price volatility, ruling out both small and jumbo deals, prices of which tend to

move more slowly.

Syndicate officials say it is too early to indicate possible coupon levels, but the broad parameters of issue terms can be laid out. The first wave of deals will carry implied war-rant prices of about 15 per cent to the par issue price of the bonds with warrants.

Premiums - a measure of the extra cost of acquiring war-rants for immediate exercise This cynicism is tempered by already looks busy. Nomura is into shares over buying the

Japanese dollar warrant Index Nikket Average Index (000's) \$ Warrant Index (000's). \$ Warrant Index (000's)

\$ Warrant Index (000's)

\$ Warrant Index (000's)

\$ Warrant Index (000's)

\$ A.6

A.2

A.2

A.2

A.3

A.4

Average

Average May 2 1990

shares directly - will be about 17 per cent, while the typical gearing ratio, a measure of the warrants' equity exposure, will cessful re-opening of the market. There is already talk of more than \$8bn of issuance in

New issue traders are in no doubt that these deals will be priced to sell. "If they come at their indicated terms, they'll fly out of the window," said one trader.

Secondary market warrant fears that there might be a flood of paper on top of a sucprices collapsed in March and early April. At one point, Bar-

ing Securities' dollar warrant index had declined to well below half its level prior to the equity market crash in March. However, most players in the market say that the collapse

was orderly and that marketmakers largely survived intact. Only a few are thought to have suffered serious losses caused more by their hesitancy to take short positions than by the market movement as such. From their lows, warrant prices have recovered nearly

half their losses. The improve-ment was helped by greater activity from Japan's small and medium-sized securities houses which were looking to supplement their straight equity trading activities.

s prices bottomed out, A retail investors in Japan entered the market to pick up cheap warrants, despite premiums having widened sharply.

For analysts, this was a sign

share of turbulence in recent that investor understanding of the price behaviour of war-rants was becoming more sophisticated — in the past,

NEW INTERNATIONAL BOND ISSUES

warrants with high premiums were often incorrectly judged as unattractive.

But the danger remains that cheap issues of new warrants will serve further to depress prices of outstanding warrants for the same borrower. For example, Daikyo, likely to be the first to tap the market next month, already has outstanding warrants, as do many of the names mentioned in the calendar.

"It's nearly the same as the outlook we faced two years ago," said one syndicate official. "But given the pent-up demand for paper, it is likely that new warrants will trade to price premiums, narrowing the gap between the primary and econdary markets

Meanwhile, the long-stand-ing threat that Japanese finan-cial regulators might intervene in the market appears to have evaporated in the face of foreign pressure and its recent performance.

For many participants, the equity warrant market has just passed its most important

group buys debt to cut borrowings By John Barham

Brazilian

in Sao Paulo

COMPANHIA Vale do Rio Doce (CVRD), one of Brazil's biggest and best managed state companies, has reduced its borrowings by using a novel scheme involving pur-chase of some \$1bn of Brazil-

ian foreign debt certificates.

CVRD is the largest mining group in Brazil. An official said: "We have been buying debt on the international secand using it to reduce our total debts from around \$2.5bn to about \$1.4bn."

Brazilian debt trades on the secondary market at close to 25 per cent of face value. CVRD used export revenues to buy in the debt. The Brazilian central bank then credited the company with the certificates' full face value in local cur-rency. This allowed CVRD to cut its foreign debt to \$300m and local debt to \$1.1bn.

A foreign banker noted that the deal enabled CVRD to set-tle its debts for a fraction of their value. "We have structured similar deals for private companies, but the central bank never issues the full face bank never issues the full face value in local money. It usually issues half the certificates' value. CVRD got such a good deal probably because it is majority-owned by the Government." he said.

The debt buy-back scheme

marks the culmination of a broad overhaul of CVRD's finances. The completion in 1986 of the \$2.5bn Carajás mining project left the com-pany with heavy borrowings. Annual debt service charges

issued \$300m in local market debentures and sold \$270m of forward gold contracts.

Matif enrols two Japanese houses

THE French subsidiaries of Nomura Securities and Daiwa Securities, the two Japanese securities houses, have joined the French financial futures exchange, the Matif, Reuter reports. The new members are Nomura France and Daiwa Europe (France).

be about 5.5 times. they have decided that a gen-

Danish auction reduces clearing spread By Tracy Corrigan

THE results of Denmark's auction of Eurodollar bonds yesterday, only the second time an auction system has been used in the Eurobond market, appeared to vindicate the Kingdom's confidence that

an auction method would reduce its funding costs. The clearing spread for the issue, which totalled \$800m, was 578 basis points above the five-year US Treasury yield, a reduction from 65 basis points

The bonds are fully fungible with the outstanding \$771m issue of 9½ per cent bonds due 1995, which were trading around 58 basis points above the curve, prior to the auction. This will now form the largest extention of the surface o outstanding fixed-rate straight issue in the Eurobond market, according to lead manager

J.P. Morgan Securities.

The total amount of competitive bids reached more than \$3bn, of which \$600m were accepted, as the remaining \$200m were allocated to the Danish central bank on a non-competitive basis. A number of imports into Denmark meet

US houses bid aggressively for the bonds, with Goldman Sachs, J.P. Morgan and Salo-mon Brothers all taking close to \$150m of paper.

The issue closed at 99.82 bid, just below the fixed re-offered price of 99.839, and well within 20 basis point commissions. Mr

20 basis point commissions. Mr

INTERNATIONAL BONDS

in the debt division of the Dan-ish Ministry of Finance, said results show that the auction system provides an efficient method of raising funds, and the disappointing results at the first auction were largely due to a boycott by some financial intermediaries, who feit fees were threatened by the system. Mr Sorensen said that Denmark would consider issuing

the country's need for foreign exchange reserves. He esti-mated that it would be in the region of \$1bn. However, a heavy schedule of bond redemptions in early 1991 could encourage the ministry to take advantage of attractive market conditions at the end of

the year, to refund in advance of the redemptions.

The new Denmark issue is unswapped, but Mr Sorensen said Denmark intended to swap some of its existing floating-rate dollar debt into European currencies, especially Swiss francs and D-Marks.

The second large global issue of asset-backed securities this week, a \$1.25bn issue backed by Citieorp credit card receivables, was priced at the higher and of the indicated spread range. The seven-year issue, through a vehicle called Standard Credit Card Trust 90-6, carries a 8% per cent semi-annual coupon and was priced to yield 88 basis points above the compressible 115 Transgraps and bonds globally in the future.
Denmark's funding requirement for the rest of this year depends on whether capital comparable US Treasury note. Like First Chicago's global credit card-backed offering ear-

lier this week, the bulk was said to flow towards the US. Elsewhere, the Republic of Italy brought an Eculbn issue of 10% per cent seven-year bonds, via San Paolo. The generous pricing and benchmark status of the issue ensured strong demand, and the issue traded above its fixed re-of-fered price of 99% at 99.93 bld.

The issue was unswapped, Meanwhile, the lapse of Jap-ances demand for subordinated debt continues to boost issuance of variable-rate notes. The Alliance & Leicester yesterday became the first UK building society to issue undated, subordinated debt in the form of variable-rate notes The Alliance, the UK's fourth largest building society, brought a £200m issue of notes paying an initial margin of # paying an initial margin of a point above the London inter-bank offered rate, with Merrili Lynch as sole manager. The issue qualifies as supplemen-fary capital. It is structured so that the notes would be likely to qualify as high-ranking capi-tal, once the relevant European

Borrower US DOLLARS Standard Cr.Card Tet 80-8(j) Denmark, Kingdom of(s) Banco Santander(i) Banco Santander(i) Koreatn Development Bank(a) NIMB Semiconductor Co.(b) Milliann Co.(III) 45bp CSFB 20bp J.P. Morgan Secs. 3212/12/1 J.P Morgan Secs. Asia 15/11s Nomura int. 21/112 Morgan Stanley int. Miwon Co.(I) Italy, Republic of(h) STERLING Alliance & Leicester(g) •• (g) n/a Merrill Lynch Int. PRENCH FRANCS Cle Bancaire(b) • 104 100% 1993 13/3 Sanque Peribas wissur raryo kope BK(LLX)(d) \$\input 40\$ (d) 102 2000 2\(\frac{1}{2}\)\) Mitsur Talyo Kobe **Private placement. \$\frac{2}{2}\)Convertible. \$\input \text{Variable}\) rate notes. \$\frac{1}{2}\)Final terms. a) Coupon pays \(\frac{1}{2}\) over \$\frac{1}{2}\) cover 6-month Libor. Put at par in July 1985. b) Non-cattable. c) Borrower option to redeem in DM at par or in CS. d) Coupon pays \$\frac{1}{2}\) cover 6-month Libor first two years, then \$\frac{1}{2}\) annually thereafter. Cell at par after two years. a) Launched via suction system. \$\frac{2}{2}\) for of total allocated to Danish Central \$\text{B}\) nk. Fungible with existing \$\frac{2}{2}\) for initial coupon pays \(\frac{1}{2}\) % over \$\frac{1}{2}\) coupon pays \(\frac{1}{2}\) % over \$\frac{1}{2}\) coupon pays \(\frac{1}{2}\) % over \$\frac{1}{2}\) over Libor, years \$\frac{1}{2}\) Dibp over Libor, years \$\frac{1}{2}\) Dibp over Libor, years \$\frac{1}{2}\) initial coupon pays \(\frac{1}{2}\) % over \$\frac{1}{2}\) over Libor, years \$\frac{1}{2}\) Bibb over Libor, years \$\frac{1}{2}\) Bibb

Community directive came into force at the end of 1892. However, it is not yet clear what form any guidelines for building societies will take.

The Alliance has placed sub-ordinated debt in Japan previously.

Dealers are concerned that

the return to health of the pri-

mary market will be at the expense of a secondary market which has had more than its

ously, but that market is no longer receptive. Mr Peter White, deputy group chief executive, said the society did not need to borrow further

funds this year, but would remain receptive to opportunities to fund at its current target level of five basis points above starling Libor and bet-ter. Banco Santander became the first Spanish bank to use the variable rate note structure as a means of raising Upper Tier II capital under Bank of Spein guidelines. The \$400m of undated notes pay an initial

plus 40 basis points. Other European banks are reported to be bringing variable-rate note issues.

Walt Disney Co has increased to \$2.25bn from \$1.5bn its issue of Lyons (liquid yield option notes), which are zero-coupon bonds convertible into cash tied to the market price of Euro Disneyland.

FT-ACTUARIES SHARE INDICES

⁶ The Financial Times Ltd 1990. Compiled by the Financial Times Ltd

EQUITY GROUPS		Thursday June 21 1998					Wed Jinn 20	Toe Jun 19	Jum 1 Jum 1	
A SUB-SECTIONS Figures in parentheses show number of stocks per section	Index No.	Day's Change %	Est. Familians Yield % (Mux.)	Gross Div. Yield% (Act at (25%)	Est. P/E Rallo (Net)	zd adj. 1990 to dete	index No.	Index No.	Index Moi	Index No.
1 CAPITAL GOODS (198)	896.27		12.97	5.13	9.38	17.22	896,12	903,47	909.58	969.63
2 Building Materials (27)	1137.62	+0.1	13.67	5.29 5.79	9.06	25,77 34,64	1136.27 1427.35	1138.13	1133.56 1421.86	
3 Contracting, Construction (36)	1424.25	+0.3	16.89 10.83	5.12	7.71 11.35		2617.77	2619.99		2875.13
4 Electricals (10)	2023.00	+0.4	10.28	4.17	12.61	21.38	1800.49			
5 Electronics (29) 6 Engineering-Aerospace (8)	460 A1	+0.3	13.81	4,97	8.63	9,42	468.03			
7 Engineering-General (43)	501 1R	-0.1	11.74	5.09	10.28	8.93	501.55	502.11		0.00
8 Metals and Metal Forming (6)	506.78	+0.7	23.17	6.63	5.11	2.46	503,40	499.88	496.76	521.28
9 Motors (15)	372.75	+0.1	14.91	6.19	7.82	9.81	372.20	375.67		
10 Other Industrial Materials (24)	11628.36	-0.5	10.68	4.94	10,61	34.38	1636.76	1645.54		
21 CONSUMED GROUP (179)	1315 46	-0.1	7.29	3.84	13.31		1316.67	1314.91		1242_44
22 Brewers and Distillers (21)	1619.60	-0.2	9.40	3.57	12.87	23.35				1360.79
25 Food Manufacturing (20)	1125.94	+1.4	10.15	4.26	12.19	17.76	1110.88	1107.57		
26 Food Retailing (16)	2482.74	40.6	9.35	3.32	13.74	33.61	2462.40			2399.73
27 Realth and Household (15)	2535,24	-1.7	6.79	2.73	17.53	24.15				29.3
29(Leisure (31)	11507.35	+0.4	9.71	4.10	12.53	24.36 11.83		1498.30 611.66		1661-19 566-30
31 Packaging & Paper (13) 32 Publishing & Printing (16)	614.21	+0.1	10.89	5.60 5.14	11.33 12.31	79.26		3552.79		3588.16
32 Publishing & Printing (16)	3505,87	+0.1	10.14	4.47	11.97	15.30	836.82	828.78	831.14	
34) Stores (35)	836.15	+0.1	12.53	7.09	10.22	16.06		501.48	503.08	
34 Stores (35) 35 Textiles (12) 40 OTHER GROUPS (104)	204.39	+0.1	10.04	4.91	11.11	14.99				
41 Agencies (17)	1720 24	+0.1	5.76	2.21	21.01		1727,00	1734.54	1745.49	1412.48
42 Chemicals (23)	1304.42		10.80	5.07	10.83	31.17	1304.84			1299.76
43i Constanting (23)	1706 28	+0.1	10.05	5.84	11.91		1704.13		1703.99	
43 Conglomerates (14) 44 Transport (13)	2301.57	-0.5	10.67	4.48	11.89		2312:30		5307.40	
46 Telephone Networks(2)	1233.01	+16	11,05	4.56	11.75	0.00			1205.20	
471 Water(10)	1929 81	-0.9	16.74	7.02	1.67	0.00	1946.40		1971.28	0.00
48 Miscellaneous (25)	1808.66	-0.1	11.96	4.87	9.54	36.78	1811.32		1811.04	
49 INDUSTRIAL GROUP (481)	1188.61	B-257	10.66	4.49	11.44	18.09	1188.21	1189.57	1192.97	1160,70
51 011 & Gas (19)	2317.92	-0.3	12.16	5:35	10.86	46.50	2323.97		2293.56	2081.50
59 500 SHARE INDEX (500)	1283.80	190,00	10.87	4,60	11.36	20.39			1285.83	
61 FINANCIAL GROUP (107)	805.12	-0.6	-	5.67	-	20.36	809.80	802.90	801.17 844.09	734.42
62 Banks (9)	850 00	-0.4	19.31	6.32	6.78	25.62	853.83 1454.42	844.18		731,47 1064,21
65 Insurance (Life) (7)	1445 31	-0.6	-	5.08 5.85	- 1	19.43	77.0.94	702.55		568.96
56 Insurance (Composite) (6)	706.61	-0.6	8.37	6.30	15,74	27.41		1027.31		
67 Insurance (Brokers) (7)	1036.41	-02	10.7	4.50	2007	8.55	450.65	453.75	454.60	
68 Merchant Banks (7)	450.12	-0.1 -1.1	9.33	4.36	15.39	17.70	1090.97	1089.88	1090.35	
69 Property (47)	70/6'AA	-0.2	12.48	6,49	10.47	5.96	299,11	300.16	300.85	359.09
70 Other Financial (24)	270.33	-0.2	12.70	3.18	-	15.14	1226.88	1222.06	1223.81	1150,87
71 Investment Trusts (67)	1432 54	+0.3	9.69	6.38	12.36	43.49			1422,40	
99 ALL-SHARE INDEX (679)	1168.67	-0.1		4.72	-	20.15	1169.61	1168.35	1169.29	1115,46
"I TELESTAKE INDEX (8/7/	_	Day's	Day's	Day's	Jen	Jun	Jan	Jun	Jan	Year
	index No.	Chappe	High (a)	Loss (b)	20	19	18	_ 15	14	ago _
ET ST 200 DUA DE THOMAS					2371.2	2369.7	2370.5	2392.3	2403,0	2180.0
FT-SE 180 SHARE INDEXA	23703									

PRICE That Jun 21 20 20 20 20 20 20 20		FIX	ED I	NTE	REST	ĭ			AVERAGE CROSS MEDEMPTION YIELD	×5	Thu Jun 21	Wed Jun 20	Year ago
Strike Government 15 pears 11.06 11.05 10.10 10.05			Jun	change	Jun		1990	1 2 3	Coupons 15 year	s	10.61 10.53	10.71	10.05 9.62 9.43
7 Over 5 years 138.65 -0.18 138.90 - 2.03 14 Inflation rate 10% Over 5 yrs. 3.90 3.96 3. 8 All stocks 139 11 -0.17 139.35 - 1.99 15 Debt 4 5 years 13.76 13.96 12.	1 U 2 5 3 0 4 h	p to 5 years -15 years ver 15 years redeemables If stocks	115.68 122.52 126.57 146.35 122.39	+0.08 +0.07 +1.28 +0.13	122.54 126 49 144.51 122.29	0.11 - - 0.06	6.91 6.15 6.36 6.69	8 9 10	Coupons 15 year 25 year High 5 year Coupons 15 year 25 year Irredeconables	rsrsrsrsrs	11.06 10.69 12.01 11.32 10.94 10.50 5.28 4.17	11.05 10.71 12.08 11.31 10.64 5.24	11.17 10.10 9.63 11.30 10.31 9.80 9.41
	7 0	Ver 5 years	138.65	-0.18	138.90	-	2.03 1.99	13 14 15	Inflation rate 10% Unflation rate 10%	Over 5 yrs 5 years	3.98 13.76	3.96 13.96	3.62 12.00 11.67
9 Behentimes & Leans 99.03 +0.27 98 77 - 5.66 17 25 years 12.79 12.62 11				+0.27		_=_		17	2		12.79	12.82	11_33

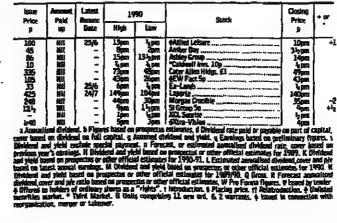
#Opening Index 2368 2: 9 am 2362.2; 10 am 2366.1; 11 am 2370.5; Noos 2377.0; 1 pm 2376.4; 2 pm 2372.8; 3 pm 2369.9; 4 pm 2369.6; 4.10 am 2369.3; (a) 11.392m (b) 9.12am (Flat yield, Highs and lows record, base dates, values and constituent changes are published in Saturday am 2369.3; (a) 11.392m (b) 9.12am (Flat yield, Highs and lows record, base dates, values and constituent changes are published in Saturday am 2369.3; (a) 11.392m (b) 9.12am (Flat yield, Highs and lows record, base dates, values and constituents is available from the Publishers, The Financial Times, Number One, Southwark Bridge, Losdon SEI 9HL, price 15p, by post 35p.

RISES AND FALLS YESTERDAY

LONDON MARKET STATISTICS

Stack						ON RECENT	135	UE:	2		_	
P.P. 130 110 ABI Letser 10p 128 41 R4,7 3.3 4,9 84 100 F.P. 49 47 E.F.M. Jack 10p 49 100 F.P. 49 47 E.F.M. Jack 10p 49 100	EQ	VŧΠ	Εŝ									
F.P. 49 47 FFM Jana Trest	Price		Reduce	_	_	Stack	Clasing Price	tar	Net. Div	Times Cor'd	Gross Yield	P/E
	500 500 500 500 500 500 500			130 99 46 22 14 100 39 38 38 31 11 102 21 21	110 917 918 917 95 95 95 95 95 95 95 95 95 95 95 95 95	Dartmoor Inc. Tet. 100 EFM Jana Tunet Do. Warrant's Do. Warrant's Do. Warrant's Prest Philipse. Inv. TSL Do. Warrant's Presch Property Fsl Do. Warrant's Instan Jackhe 10p Instan Jackhe 10p Sant Sect Bo. Warrant's Leverrest 5p Leces losts Varrant's Parthus French 8 Warrats Sam Select. Growth TR Sam Select. Growth TR Do. Warrats	2000年1000年1000年1000年100日 1000年100年100年 1000	## ##	#1.75 R4.05	25.24	28	13.7

		F	XED	INT	REST STOCKS		
Issue	Amount. Paid	Latest	19	90	Stock	Clasing Prict	+ 00
Price E	100	Date	High	Low		£	Ŀ
100 102 45 160e 110e 110e 100e	F.P. F.P. F.P. 259 F.P. F.P.		101 1094 850 1130 6540 1050 359	1025 80e 96e 26e 26e 96e 85e	#Bluebled Trees 12ep Co. Nov. Le. 2005. Dertuneed him Tel. for yet 109-14eb 201 2005. European Lebrure 8,75p Okep Or Ref Pf. Hejmenth Cap Fil. 14. yet C. Bet 2005. Reskitt, & Colman 9,3yet Cr. Bet 2005. Wyndham Europe 9,375ec Cm. Pf. York Treest 8,5p Glect Ref. Co. M. 20p	95 100 k 860 112p 44p 98p 42p	



TI	RADITION	LL OPTIONS
First Dealings Last Dealings Last Declarations For settlement For rate indications	Oct. 1	London Share Service Calls in Connell, Eurotunnel w rants, Norton, Priest Merians a Young (H). Put and call in Cant Street invs. and Mecca Leisure

			, in		_	PUTS		مبلادو			CILL			PhT		Option		Aug	CALL	Dec	April 1	UTI Oct	
Option NM Lyons	460	45	Oct	- July	3	19	15 25	Utd. Biscalts	330 360	44	53	64	_	l Ge		Restors	1250	814	119	155	36 la !	il Is	-
1498 }	500 550	17	40 19	5	14 55	21	27 95	(1964)	360 390	17	30 15					(°1275) Option	1300	544 560		Mar	614 Seg	Dec	
4 50 4 P117)	110 120	10 417	16 9	19 14	34	7 10	8 14	Valleyer 17690)	700 756	494 124	734 404	91 V	101	94		Abbey Nat (*203)	220	b	20 11	25 14	50 E	2	
irk. Almen	130 206	24 19	29	34	15 14	542	74	Ultramar (°333)	330 360	16	30	45	27	15	20 33	Ametrad P68 I	10 70	61	10 10	18	ر باو	بالا ë	
*216)	220 240	112	16	22	25	13	15		390	3	9	-	57	56		Barclays (1403)	393 420		43	37	17	18	
SanKi Bee Saan A 4538)	500 530	44 12	62 32	B0 50	3	10 30	16 34	Options Brit Apro	500	// 78	Mir. 88	_	Amp	9		Size Circle (*249)	240 250	_	22	31	713	21	
Baats.	580 900	25 21	13	25 41	4	65	65 11	(*524) RAA	550 600	17	17	\$2 32	74	80	85	British Gas (*221)	220	"	74	20 10	11 24	14 26	
296)	300 330	2	<u>21</u> 9	29 17	12 37	15 ¹ / ₂ 36	19 38	(*446 J	970 420 460	S L L	22	884 4	25	11	10 17 30	Phone (*150)	140	19	Ü	27 17	16	18	
1 P. *326)	330 330	31 7 24	39 18 75	46 27	16 7 35	5 14 25	15	EAT lads (*645)	637 650	38	60	72	13	25	30	Glams (*802.)	800 856	53 29	49	100	27 95	38 67	
iritish Steni 150)	130 148	20 96	20	- ئۇ 100	~	2 41 ₂	3 6b	BTR	657 420	10 28	32 40	- 55	47 9	50 19	21	Hawter Slide (*668) Hillsdown	650 700 280	65 27 21	70 45	80 45 40	25 12	43 60	
Lees.	160	4	3½ 1 147	64	18		616 14 17	(431.)	460 500	2	19	33	33 72	-	-	(*280)	300 240	10	29 20	30	26	17 27	
1092)	1050 1100		107 75	125 95	7 24	18 34	2 <u>1</u> 47	Bril, Telespen (*249) 1	300 300 330	34 9 11 ₂	20 75	39 27	蠹	61: 15 39	79	Lowho 17252) Midland Sk	255	14 32	25	22	14	18	
& Wire 547 1	500 550	50 14	72 40	90 58	4 22	11 30	15 34	Cadbary Sch (*354)	300 310	48 42	77	88 64	1	3	.5 11	P298) R. Rayce	300 200	25	33 30	45	17	25	
burtanida	400 330 357	2	-	65	- 62	-	8		360	113 112	ננ ענ	6	15	19	꿆	(*215) Seart	220 90		17¥ U	26 21	11 24	14 34	
7365 1 2001. Volco	350 460	19 65	33 79	44	7 - 2	14	16 17	Cultures (*792)	700 750 800	67 33	90 45 175		24 6	15	20 38	(*99°). THE	106 300	8 ½ 20	12 30		66 12	TB	
727 1	500 570	¥	46 25	71 46	7	17	첉	6EC >	180 266 240	23	27 13 2	31 26	21 ₂ 11 46	ž,	15	(*301) Thom EM1 (*777)	330 750 800	47 23	15 70 43	92	31 25 53	33 34 60	
4 70) KM	390 420 440	10 20	42	¥	17 52	15 15 15 15	30 18	Hames (*240.)	220 240 1	29	37 22 7	39	14 54	21, 84	5 b	TSB (*127)	130 140	12	17	21 15			
raud Met.	600	77 33	54	117	拉75	5 19	12 26	LASMO	260	32	12	16 5	71 70	19	24	Vaul Reefs (*564)	60 70	11 6	12	14 LQ	41. 12	7 24	
C.I.	700 1150	80	29	51 129	36	40	44	C410 I	430	ŭ	29	48	29	30	27	Wellcome (*600)	600 650	47 27	72 47	9 <u>7</u> 67	32 64	41 70	
1182	1200 1250	29 10		10 <u>0</u>	33 70	97 69	15 95	P. & 8 (*637)	600 650 L	53 (16 kg	87 544	22 5	141. 354	174 37	21 <u>2</u> 5	URO F	T-5E 225 2	INDEX 275 2	(*23 25 2	69) 375 24	25	24
lagfisher 357)	300 330 360	61 32	70 44	35 25 37	掘	3 lg	11 20	Pfikington	700 200 220	44 15 7	29	34	73	ï	13	CALLS Jun 266	217 1			74		IJ	_
athrole		40	23 52	80	2	16 5	20 10	(°209) Polly Pack	240 240 420	21/2	-	22 <u>.</u> 764	35	18	깶	Sep 329 Dec 377 Mar #10	- 2	MI 48 33	- 2	81 유	- I)4)3)0	
335 1	330 340 340	14	30		75 27	נַֿנ	17	Producted	460 L 220	6 ų 3 18			294. 4		46 10	Jun 1	140 (100	Liy 1	•		<u> </u>	,
end Secur 497)	460 500	45 12	는 보 나	75 50	造	19	9 24 57	1°228 1 Nacal	240 200	8	13 24	2 <u>1</u>	14	117	20	Sep 14 Dec 30 May 41	-	24 40 57	- 4	44 50 74	- 1	77 10 25	
4.5	550 200	2 41	14 49	24 55	57 1	57 5	57 5	(*206 J R.T.Z.	220 220 550	15 36	15	25 26	21	#2 1A	14 34 22	2150 2	FT-S	E INC	EX (*/	2349)	LDA 74	Kn :	21
238 1	220 240	9	認	努力	3 20	ıŝ	8 17	1°563) Scor. & New	300 300	13 30	20 es	50 50	42	47	49 16	STRO		_	95		21	_	1
TC 264 }	260	14	24 14	34 24	75 19	14 25	17 28	19327 J 18602	330 200	13	27 74 3	33	22	25	30 61.	Jul 258 . Aug 285 .	21 <u>[</u> 41]	76 I 99 I	35	% 34	97 4 92 c	13 Z 17	4
ilschary	290 260	2 28	7½ 38	15	38 14:	41	42 6	(*216) Talames	220	74 1	44	211,		m i	12			25 l	87 15 36	- 1	יינו פול	D :	1
284 J	280 300	4	25 14	33 22	20	10 21	23	Water (*154)	140 1 160	51 ₂ 5	17 8	22 13	6 19	9 20	17 22	PUTS Jul 1	 ½ 2	h 6	12 1	4	35 8	2)	11
eri Trant (60)			57 30 14	75 47 23	10 43	7 20 43	21 43		500		90	160	120	130	190	Jul 61,	10 17	15 24	24 : 35 :	6	ib 6	8) S)	
orebouse 129 i	110 19		24 17 11	28	24	3	5	(*£1520) 3	350			140 Nav	790 790	_	220 H er	Sep 16 Dec + -	35		42 ! 58	" -		9 1 - 1	13
				16	ã :	10%	13 13	Ferranti (*36.)	35 2 40	312	4	8 5	14 44	2	3 7	Just 21 Total Calk 21 382	Parls 7,	007		_	_		_
afalgar 318)	300 330 360	*	40 24 12	47 30	4 22 47	10 25 47	18 33			22	2b 10	28 15	1	â	35 12	FT-SE Index C Enro FT-SE C "Underlying se	alis 10 ilis Pu)0 P≃l ts					

FINANCIAL & PROFESSIONAL SERVICES IN DUMINGHAM AND THE MIDLANDS The Financial Times proposes to publish this survey on: 13th July 1990 nt details, please contact Paul M. Jefferia/Anthony G. Hayes on \$21-454 9922 or write to them at:

Supply problems and weak demand cut Dawson profit

By Alice Rawsthorn

DAWSON INTERNATIONAL. the Scottish textile group best known for its luxury cashmere knitwear, yesterday announced a fall from £43.05m to £40.36m in pre-tax profits for the year to March 31.

Mr Ronald Miller, chairman and chief executive, said the year had been "very difficult". The group had suffered from the combination of supply problems and weak demand in its traditional knitwear interests. In the US it was affected by the unexpectedly high cost of its investment programme.

Turnover rose to £441.17m (£351.9m) and trading profits to £47.91m (£43.61m). But the cost of funding the acquisition of CPG in the US and a £27.9m expenditure programme raised gearing to 39 per cent, and left the group with a sharply increased interest bill of £8.96m (£1.98m).

Dawson's traditional knitwear companies continued to suffer from the difficulty of securing high quality cash-mere; they were also hit by weak demand. The restructuring of the knitwear division expenditure programme in the was now completed and the US and the sorry state of the

supply problems were easing. Mr Miller expected the knit-wear market to stabilise in the second half.

The other UK companies notably Blackwood, in contract carpets, and Dawson Fur Fabrics, in slipper and upholstery fabric - suffered from the gen-eral downturn in the UK textile industry.

In the US, Morgan and Duofold, the thermal underwear businesses, fared well in a cold winter. But CPG's profits fell because of the cost of its investment programme and API was hit by the disruption

of opening a new plant. In spite of the fall in profits, earnings were maintained at 18.1p, but only because of a reduction in the tax rate from 34 to 24 per cent. The final dividend is raised to 6.1p making a total of 9p (8.6p).

@ COMMENT

This is the second successive year of declining profits from Dawson. The company conjures convincing explanations
- the chaos of the cashmere supply chain, a costly capital



Keith Fox (left), managing director of Dawson's cashmere, knitwear and fine yarns division, Rouald Miller (centre), group chairman and chief executive, and Philip Kemp, managing director of the US division

knitwear market - but its investors must be rather bored with hearing them. Outlook for this year is no less lacklustre. The knitwear market could improve in the second half, but only after a faltering first half; prospects for the other UK tex-tile companies are still grim; and it will take time before

a peak of 280p. The company joined the main market at 165p

All told, Erostin reported pre-tax profits of £7.33m (£7.51m). Turnover dipped a

sharp 32 per cent to £36.77m (£54.19m) - the decline was attributed to the inclusion in

in July 1988.

The City is resigned to static profits for the present year. This leaves the shares, down ip to 174p yesterday, at a pre-mium to the sector on a pro-spective p/e of 9.5, but only because of the market's con-

Dawson reaps the benefits of all its investment in the US.

Joint ventures help soften Erostin fall

EROSTIN GROUP, the property developer and house builder, is weathering the current gloom in the construction sector better than some of its rivals, as was seen from its results for the year to April 5 which showed only a slight fall

The Milton Keynes-based

-	3		 - 700
_			
_			
	ROA	URD M	

dence regarding prospects for the current year. "Unless you are building office blocks in the City or B1 units in the south-east, it is not that bad," said Mr John Upson, chairman. Nevertheless, the shares tum-bled a further 5p to 120p. Less year ago, they traded at

EARNINGS

PER SHARE

company also expressed confi-

last time's figure of £20.2m gleaned from the sale of the group's surplus housing land. Erostin was helped by hefry year-on-year increases both of interest receivable - £2.04m against £629,000 - and related company profits - £694,000 against £28,000. Both increments were explained partly by increased contributions by various joint ventures. "We get interest on money lent to joint venture companies." Mr Upson said. The lion's share of profits -

£5.23m - was derived from commercial and industrial development, with residential development accounting for

Joint venture sales in the commercial division amounted to £24.3m. The group's own developments accounted for the bulk of activity during the year, however, with sales of a pre-let office development at Milton Keynes and of sites at Chiswick and Bicester secured.

A total of 113 completed homes were sold, down from 180 in 1989, following what Mr Upson described as "a bit of a pick-up" in the second half.

Earnings per share slipped to 21.5p (22.9p). A final dividend of 4p is recommended, making a total of 7p (6p), a rise of 16.7

Anglo deal clears way for B&C disposal

By Nikki Talt

SUMMIT, the private financial services company which is buying Anglo Leasing from the Anglo group for £120m. has combined its financing package with arrangements which allow British & Commonwealth to dispose of a 28.7 per cent stake in the company.

Summit is raising the £120m via an issue of convertible redeemable preference shares to its existing shareholders, together with a group of new institutional shareholders led by Electra Kingsway. Subscriptions for the issue take place in two instalments.

Existing Summit shareholders who are putting up new money include General Electric Company (38.2 per cent), the ECI funds, Murray John-stone funds, Eagle Star and Gartmore Venture Capital.
The new investors take in
Electra Private Equity Partners, Standard Life, CIN Venture Managers, Scottish Amicable, and General Electric

cable, and General Electric Investment Corporation.
However, besides providing the acquisition finance, existing and new shareholders will also acquire the shares in Summit currently held by B&C, the troubled financial services group which recently went into administration.
Summit said yesterday that

Summit said yesterday that this arrangement should raise an initial £14.7m for B&C. However, it explained that the institutions were holding the shares as a "warehousing" operation. The eventual intention was to bring a significant new investor into the group. If this resulted in the B&C stake being sold on at a profit, B&C result them in the multiple of the significant in the multiple of the significant in the sulfit in the significant in the solid state in the significant in

would share in the uplift. Summit has a complicated history. It was formed in 1985, when Mr Kit Hunter Gordon and Mr Barry Sack bought out Aurit Services from J. Roths-child Holdings with the aid of Comcap. GEC came in with a 40 per cent, and Comcap was then acquired by Atlantic Computers. B&C subsequently purchased Atlantic - the mair cause of the group's eventual downfall - and, as a result, ended up with a stake in Sum-

Electra Trust net asset value lower

By Nikki Talt

Electra Investment Trust yesterday reported a fully-di-luted net asset value of 340p a share at end-March, compared with 345.73p six months ear-

However, it pointed out that this represents a 1.86 per cent fall, while the FT-A All Share Index had tumbled by 4.67 per

cent over the same period.

The net asset valuation £548m on a total, rather than
per share, basis - includes a
figure of £10m in respect of Electra's interest in Electra Kingsway, the new fund management company.

However, Electra said that it

had not given any value to the carried interest which the trust enjoys over the £286m in Electra Private Equity Part-Electra Private Equity Partners, which was contributed by third party participants. EPEP, a new fund, closed in February with total commitment of £486m, and with Electra itself putting up £200m. Of this sum, £73m has been called down to date. down to date.

Electra said that, in the first half, the listed portfolio had continued to underperform the market. It blamed this on the trust's specialisation in smaller capitalisation compa-

Pre-tax profit in the first half was £8.26m (£7.58m) and there is an interim dividend of Sp. up from 2.7p in the previ-

First Leisure's £60m facility By Andrew Boiger

First Leisure said yesterday i had arranged a £60m credit facility to provide funds for its

continued expansion.

Mr John Coulan, chief executive, said the money would be used in continuing to develop the group's interests in 10-pin bowling and discotheques. Although the current departure in the lefence content. downturn in the leisure sector might provide opportunities to acquire individual units, he said it would be wrong to read this facility as a sign that First Leisure was going on the acquisition trail. Hill Samuel arranged the

facility, which carries a maximum margin of 30 basis points over Libor, with a group of international banks.

Gartmore Securities

Gartmore American net asse value 41.8p at year ended March 31 (51.72p at September

BPB to pay £97m for majority stake in Spanish plaster group

By Andrew Taylor, Construction Correspondent

BPB INDUSTRIES, Britain and of plasterboard to Spain from kets over the next 19 Europe's biggest plasterboard manufacturer has agreed to pay £97.1m for a 65 per cent stake in Inveryeso, Spain's biggest plaster company.

The acquisition comes when BPB is facing its first serious competition in the British market for more than 20 years. BPB, which is expected to announce a big fall in profits when it publishes its annual results next Thursday, has also been experiencing a price war in France and West Germany.

The company is currently the largest plasterboard pro-ducer in Britain, France, Italy. Sweden, Austria and the Benelux countries. It is the second higgest producer in West Ger-

Inverveso sells about half of all building plasters in Spain. The country until recently has bought very little plaster

BPB said yesterday that it two of the fastest growing exported a very small amount European construction mar-

France, but expected this mar-ket would know rapidly over the next decade.

Mr Alan Turner, group chairman, said the company would initially pay \$15m rash and hand over an 11 per cent minority stake worth 211 2m in Yesocentro, a subsidiary of Inverveso in return BPB would receive 385 per cent of the Spanish parent.

The British group would pay a further \$10.9m next July to increase its stake in Inverveso

to 65 per cent. Mr Turner said initially the deal would dilute carriants marginally, but this would be recovered within two to three years inverveso last year earned pre-tax profits of \$10.3m. Assets at the end of the year were valued at

Mr Turner said Spain and Portugal were expected to be two of the fastest growing

inverses and plants close to most of Spain's Bullet centres including Marine, Baroviena, Zaraguza, Valencia, Logreno and Schille Spain was one of biggest preducers of gypsum in Europe Inverses aione had reserves of SSOm tonnes, said

Mr Turner Knauf, West Germany's biggest plasterboap! producer and Redland, a large British build ing materials group, have both opened plasterkanti plants in Britain in the past to menths Since the late 1960s HPH had been the sole plasterboard manufacturer in Britain

The group, like its competters, has been suffering in the UK from a sharp fall in house sales. Analysts forerast that BPB's pre-tax profits in the 12 between £125m and £135m. compared with just over \$202.3m in the previous

Coal pension funds claim 41% of Globe after market raid

terday. The Seaq volume stood

at 4.3m, suggesting that less than 1 per cent of the trust's equity had changed hands.

That appeared to be a fur-ther source of relief to Globe. We're very happy with the

volume as it stands," com-

mented the fund. Britain's larg-

The Rule 8 announcements,

required under Takeover Panel

rules, showed only two sellers

among the major institutions on Wednesday afternoon. The first was BZW Investment

Management, which held a 1.25 per cent stake and sold 2.5m

shares. This leaves it with 4m

shares, or about 0.77 per cent. The second was Robert Flem-

est investment trust.

By Nikki Talt

BRITISH COAL pension funds, which are making a £1.11bn bid for Globe Investment Trust, yesterday claimed control of 41.1 per cent of their target - confirming that the stock market raid on Wednesday afternoon had netted them a further 31.2m shares or 5.8

BCPF had asked Barclays de Zoete Wedd, their stockbrokers, to buy up to 95m shares, which would have taken them just above the 50 per cent mark. Yesterday, the bidder decided that it may discontinued. denied that it was disappointed with the relatively low level of sales, claiming that small investors and the smaller insti-

tutions were coming out. "We are very pleased with the excellent response of Globe shareholders," said a formal statement from Mr Paul Whitney, chief executive of CIN Management, which runs the

coal funds. Nevertheless, in spite of BCPF making clear that the order to purchase a further 53.7m shares for cash settle-

ment remained to be filled, only a trickle of Globe shares passed through the market yes-

ing Asset Management, acting on behalf of discretionary clients. Here, a small parcel of or 1.78 per cent.

175,000 shares was sold, leaving the fund managers with 9.57m However, at another part of Robert Fleming, one fund manager was prepared to put her unwillingness to accept the revised BCPF offer on the

record. Ms Leslie Sherratt, who

lished unit trust whose portfohe specialises in investment trust shares, said that "in the current circumstances" her fund would not be takens the

BCPF offer.
The S&P unit trust owns 7.5m Globe shares, giving it a 1.4 per cent stake. Globe soul thus made it the fifth largest

single shareholder. Ms Sherratt stressed that this position might alter if the market plunged, or if BCPF went over 50 per cent and the prospect of becoming a minority shareholder loomed. But, those eventualities aside, she the long-term interests of un-

at a discount of 9 to 10 per cent."
The level of discount at which the offer is pitched is a matter of some debate. BCPF claims that the figure works at about 4.4 per cent, Giohe points to its total value calculation of 233p at June 4, and puts the discount in double figures. Analysts tend to fall between the two, and fund managers runs Save & Prosper Invest- like Ms Sherratt - will he ment Trust Units, an old-estab- done their own calculations

belonged to Chase Manhattan.

Two other constituents of

Stock are expected to raise

some money for B&C's credi-tors. These are Stock Beech in Bristol and Birmingham.

which has £800m under man-agement, and Campbeli Neill, which has a number of offices

James Capel takes some Stock staff and clients in break-up

By Richard Waters

THE DISMEMBERMENT of paying nothing for goodwill, client business that formerly Stock Group, the subsidiary of British & Commonwealth that was once a leading private client stockbroker, began in earnest yesterday as James Capel reached agreement to take on a group of the broker's steff and group of the broker's staff and cliants.

Stock had been valued at 280m shortly before B&C went into administration nearly two weeks ago. Far less, if anything, is now likely to be raised for B&C creditors from the sale of the various Stock Group businesses due to the loss of goodwill resulting from the

A Stock director said: "We tried to sell the group, but that didn't work, so now we're trying to sell the bits of the

group."
Capel, which is taking on 24 staff from Stock's London office and over 4,000 clients, is

Dawson Intifin Dundee & London ...int

Count & Robinson _fin Penny & Giles ____fin R Plate & Gen ff ___int

Mid Kent lifts

profits to £2.9m

Mid Kent Holdings, the company formed in March

1989 to acquire the Mid Kent Water statutory water com-pany, reported pre-tax profits of £2.86m, up from £2.17m, in

the six months to end-March.

Mid Kent, in which a UK offshoot of Compagnie Génér-ale des Eaux of France has a

29.9 per cent stake, plans to change its year-end to March.

The outcome came on turnover of £10.85m (£8.89m). The company said profits were buoyed by higher than fore-

Earnings per share emerged

at 12.3p. A 3p interim dividend follows a first interim of 3p

cast interest received.

paid in January.

but will contribute to the costs of transfering the business. The clients, with more than £600m under discretionary

management, will have to sign customer agreements with Capel before it can handle their business. Another group of around 23 staff from the London office is understood to be close to agree-

ing a move to Robert Fleming, leaving a further 40 still with-out jobs. The break-up of the London

operation signals the fragmen-tation of Stock, which had been built by B&C over the past three years out of a number of private client bro-

kers.
The business moving to Capel was originally the private client department of Hoare Govett, while Fleming is expected to pick up the private

0.5 4.25

FIRST AUSTRALIA PRIME

INCOME INVESTMENT

COMPANY LIMITED

Notice is hereby given to the

Payment of coupon Nor. 20 of the

International Depositary Receipts will be made in US dollars on or after June

25th, 1990 at the rate of US\$ 0.09369

per ordinary share at the following offices of Morgan Guaranty Treat Company of New York:

New York. 30 West Broadway

Brassels. 35 svenuu dez Arts London, 1 Angel Court Frankfurt, 44/46 Mainzer Land

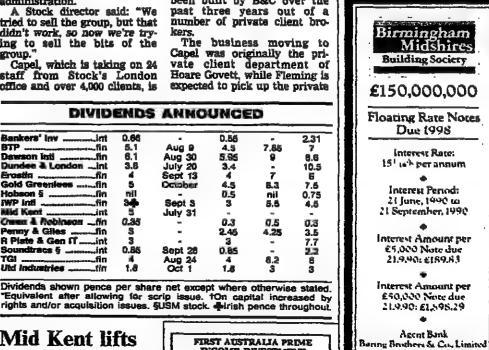
The dividend is not subject to any

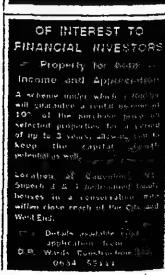
Australian tax, The Belgian withholding tax will be applicable to IDR holders presenting their composi-to the office of the Depository without

DIVIDENDS ANNOUNCED

operations, in the Channel Islands, have gone into liquida-

in Scotland.





·- 1989 · · EARNINGS **PERSHARE** 10p 1989 E.P.S. restated to reflect the 1 for 5 scrip issue.

SOME HIGH RISE BLOCKS LOOK GOOD

YEAR END 31st MARCH 1990

Rental income	£48.64m	+37%			
Net income before tax	£35.96m	+22%			
Total dividend per share	9-0p	+20%			

NET ASSETS EXCEED £750 MILLION

.. Great Portland Estates, with its sound gearing, strong balance sheet, and solid underlying asset base will be more than capable of weathering any storms which may lie ahead."

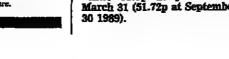
Richard Peskin, Chairman

GREAT PORTLAND **ESTATES**

PROPERTY INVESTMENT AND DEVELOPMENT

For a copy of the 1990 Report and Accounts write to the Secretary: Knighton House, 56 Mortimer Street, London W1N 8BD. Telephone: 071-580 3040

The directors of Great Portland Estates P.L.C. accept responsibility for the contents of this advertisement, which have been approved by Ernst & Young, a firm authorised by The Institute of Chartered Accountants in England and Wales to carry on investment business. Past performance is not necessarily a guide to the future.



FINANCIAL TIMES FRIDAY JUNE 22 1990

majority er group

aim 41% raid

ome Stod reak-up





8.5.

The little-known metric version of Federico Fellini's film '81/2'.



172

The number of gnomes in Zurich.



1041.

The time the 1041 express from Frankfurt to Stuttgart inevitably departs Frankfurt.



193,628,767.

The number of packs of our Croky crisps that continental Europeans crunched through last year, thus helping us to achieve a 23% return to shareholders, on average, over the past 10 years.



A business inspired by half a billion consumers.

Parkfield share price drops on profits warning

By Andrew Bolger

PARKFIELD GROUP saw 280m wiped off its market value yesterday after the UK manufacturing and entertainment mini-conglomerate warned that profits for the year to April 30 would be disappointing.

The shares plunged from 346½p to 189p after the announcement, which left the company valued at £96m. That compared with a market value of £263m in January, when the

shares touched 518p.
Parkfield, which has been among the best-performing shares in the FT-A All-Share Index since it joined the USM in 1981, said that pre-tax profits to April were unlikely to exceed last year's figure of £23m. Analyst had been expecting up to £35m.

Mr Roger Felber, chairman, said that the main problem had been in the entertainment division, which distributes pre-re-corded videos for several Holly-

Parkfield shares fell sharply in February after the resignadirector who had been respon-sible for building up the enter-

ment had been put into the **Parkfield Group** division and there was an element of wanting to get the bad Share price (pence) news out of the way immediately. They had taken a more prudent view of "a whole melange" of items, including 500 450 ::-

amortisation policy.

He said: "We've run very fast, and the speed with which we have grown has resulted in a stretching of people and systems further than they

could manage.

But Mr Felber said the business was still very profitable and insisted: "We are not talking about a disaster.

The entertainment division also has a stake in the recent film about the Kray brothers and is involved in the installation of satellite dishes for Sky TV and BSB, but Mr Felber said these activities had all made strong contributions to profits.

He said that sales and markets remained strong on Parkfield's manufacturing side. steel wheels for vehicles, chassis and heavy castings. See Lex

Mr Felber said new manage-

Resignation at Mecca Leisure

By David Churchill, Leisure Industries Correspondent

MECCA LEISURE yesterday announced the resignation of Mr Jeremy Long, its deputy chief executive and former finance director, as part of a management shake-up in the wake of the Rank Organisa-tion's £537m bid for the com-

pany.
Mr Long had been with
Mecca since 1980 and was part
of the original team which
organised the buy-out of Mecca from Grand Metropolitan for £95m in 1985.

However, some City analysts had blamed him for Mecca's failure to reduce its borrowing following the £750m acquisition of the Pleasurama Group At the end of last December Mecca's gearing was stated to be 110 per cent against fore-

tainment division. There had

been persistent trade and mar-

ket rumours that Parkfield suf-

fered over the Christmas

period from overstocking and lack of management controls.

casts of 80 per cent. But when the company's preliminary results were announced in early April, Mecca said it had debts of £480m, giving it a gear-ing level of 144 per cent. This led to an immediate fall of 30 per cent in Mecca's share

price, which subsequently allowed Rank to mount its bid. Mr Long was appointed deputy chief executive earlier this year but continued in his role as finance director until the

appointment earlier this month of Mr Robert Nellist. Mr Long's resignation, how-ever, enables Mecca to end the

embarrassment of having too many directors. Under its articles of association, the company can have only 12 full-time directors. The appointment of Mr Nellist and two non-executive directors gave the company 13 directors - a fact pointed out at its recent annual meeting.
Mr lan McIntosh, deputy

chief executive of Samuel Montagu, is now able to formally ioin the hoard as a non-execu-

TGI dips 52% after factoring loss

interim statement in January, TGI, the audio and electronic products group, yesterday unveiled a sharp decline in

annual profits.

Problems in its consumer electronic factoring division, reflecting false alarms over the safety of the group's range of microwave ovens, now discon-tinued, resulted in profits dipping by 52 per cent from a restated £3.62m to £1.78m pre-tax in the 12 months to end-

three areas - in-car entertain-

AS FORESHADOWED in its ment, audio/hi-fi and telephone equipment - and the with-drawal from other activities was taken below the line as an extraordinary loss

TGI blamed the division's poor performance on the "pro-longed squeeze" on consumer spending which led to lower sales than budgeted for certain product lines and adverse exchange rate movements which put margins under

A return to profit in the cur-The division, which incurred a loss of £1.92m in the year, has been rationalised into three areas - incorporate there is no further deterioration in the market." In contrast, the manufactur- year.

ing side lifted profits from 22.61m to 23.65m. Directors said the performance of Audix. the communications equip-ment offshoot, justified the move into professional broad-casting and public address systems - a move followed by yesterday's announcement of the acquisition of Martin Audio, which makes high performance loudspeaker systems, for a maximum £2.5m.

Group turnover expanded to 256.36m (£44.93m). Earnings per 1p shars tumbled to 6.1p (15.9p), but the final dividend is maintained at 4p to give a total of 6.2p (6p) for the

NEWS DIGEST

BTP rights for funding continental acquisition

By Jane Fuller

BTP, the specialist chemicals and industrial group, is buying its first manufacturing facilities in continental Europe through the £15.5m acquisition of a West German-based adhesives business.

The UK group, which also announced a 51 per cent increase in pre-profit, from £11.4m to £17.25m including exceptionals, for the year ended March 31 1990, will fund the purchase via a rights issue of one ordinary for every four and 16.3 ordinary for every 100 convertible preference. That will raise a total of £22m. The issue price is 140p, compared with yesterday's close of 176p, just 1p down.

BTP is buying the continental adhesives business of Cer-

estar, Europe's biggest pro-ducer of starch and part of Gruppo Ferruzzi of Italy. These activities made a pre-tax profit of £2.5m on sales of £16.2m last year. BTP will join the new business to its Mydrin

adhesives and textile coating subsidiary.

Profit of the UK group included an exceptional gain of £3.1m (£1m) on a business

disposal. Turnover rose by 31 per cent to £127.35m (£97m). The chemical division, which includes Mydrin. increased operating profit by

77 per cent to £8.14m.
For the first time BTP has separated its anti-microbial business. Including preservatives and chemicals for facsimile paper, into a separate division called biocides. It raised operating profit by 9 per cent. Earnings per share were 19.56p (13.21p). A final divi-dend of 5.1p makes a total of

COMMENT

territories.

It is indicative of the clear pic-It is indicative of the clear pic-ture now emerging of BTP that the continental purchase is being grafted on to Mydrin, one of the best businesses acquired with Barrow Hep-burn three years ago. The pro-cess of sloughing off unwanted parts is complete and BTP is parts is complete and BTP is now building up a track record in its three chosen divisions. The newest of them, blocides, has been split off from chemi-cals to help focus more atten-tion on its performance, which has scope for improvement. Approval of the acquisition and belief in the group's growth prospects meant there was no problem finding under-writers. Pre-tax profit forecasts vary from £18m to nearer £20m. A prospective p/e of 11 represents good long-term value, bearing in mind the scope for transfer-

The Sign of Four – the Holmes case Andrew Hill charts the decline of the US-based security company

Holmes Protection Group would be thriving. Ill feeling is common to almost everybody who has been involved in the recent turbulent history of the New York security company. from its former chairman and deputy chairman, via ex-managers of the US operations, to the group's largest shareholder and councless institutional and private investors.

Shareholder disgruntlement is easy to understand: since 1987. Holmes' shares - which are only listed in London, although all the group's operations are in the US - have dropped from a peak of 189p to the current price of just 12p.

The Delaware-registered company was expecting to announce results for 1989 today, but continuing negotiations with the group's lenders have forced Holmes to postpone the announcement. When the figures emerge they are likely to include extraordinary and exceptional charges which some analysts believe could cut more than \$15m from last year's reduced operating profit.

New management, backed by the largest shareholder, Wormaid International, hopes this one painful stroke of the sur-geon's knife will be enough to revive the patient — assuming he doesn't die on the operating

"It's a question of controlling the costs, reinvigorating the morale of the company and stopping the bleeding of cus-tomer business. The right man-agement should be able to turn it round in a year or 18 months," says one institutional investor in London.

The business, which began in 1858, is now founded on a base of commercial customers in Manhattan and the rest of the US, whose alarm systems are linked to monitoring stations. The group not only provides electronic protection, but also sends out uniformed guards to investigate when alarms are triggered. But finding the right management for Holmes is a task which would tax Sherlock

According to one New York security industry analyst. Holmes has been in the hands of "deal-makers rather than alarms people" since it was owned by Mr Jacques Gaston Murray, who heads Nu-Swift, and Mr Michael Ashcroft's Hawley Group, which evolved into ADT, the world's largest security com-

pany.
Mr Ashcroft has always cast a shadow over fiolmes, frequently emerging as a potential bidder in rumour if not in reality, but most investors pin the blame for Holmes' recent decline on Mr Brian O'Connor, a voluble Irish-man, and his Scottish partner Mr Tom Forrest, former chairman and deputy chairman respectively.

in 1984, after merging Holms with Security Centres (Hold- disconnect rate increased.

tuted a two-year programme of cost reductions. Until 1986. when Holmes' profits peaked at \$13.8m before tax, it seemed to be working. But in the following two years, things went badly wrong, for three main reasons. Economic downturn in Manhattan. Following the stock market crash in 1967, there was an increase in the number of

"disconnects" (chents not US negotiations

announcement of its 1989 results because it is in the final stages of negotiations with its US lenders. Holmes, which is likely to report substantial losses after provisions for 1989, has long-term debt of about \$70m and has been in breach of covenants on the loans since the last quarter of the year. The negotiations concern the payment schedule and interest

New York security company

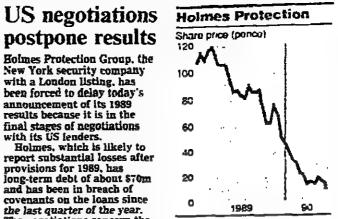
been forced to delay today's

with a London listing, has

payable on the debt. The group said it expected the negotiations would be successfully completed

F GRUDGES were cash. ings), a USM company. Mr • Lock of management control O'Conner and Mr Forrest insti- This is the set to the downtum. This is the 4c; to the downturn Mr O'Connet, who was need in the UK with Mr Forrest, is now prepared to shoulder part of the blame for the problems in the US in 1985. He admits that he and Mr Forrest took on the much, they also head two other public companies in the CK. including Rockwood Holdings. the imubied USM freight and distribution group.

But last year, when it



shortly. Holmes added that It did not expect the outcome to have an adverse impact on the operational results.

The key dates in Holmes' downward spiral

May 1988: Holmes announces 10 per cent drop in 1987 pro-tax profits. "Vigorous corrective action" promised by the board. September 1988: Mr Brian O'Connor, chairman, says that Holmes is "back on track" at the half-year. May 1989: Pre-tax profits for 1988 down 25 per cent. Mr Mark Wiener and Mr Berry Packham, US executives, are sacked

Holmes put up for sale.

September 1989: Wormald, a 14.6 per cent shareholder, says it will requisition a shareholder meeting to elect five directors and give Holmes "a new direction". A month later Wormald with

draws request for meeting.

January 1990: Holmes drops its search for buyer and warms of a loss for 1989. Mr O'Connor and Mr Tom Forrest step down as chairman and vice chairman. Mr Ernest Potter takes over as

March 28: Holmes announces that Mr O'Connor and Mr Forrest will retire as directors at the AGM with compensation of \$1.69m March 30: Mr Wiener wins claim for severance pay of \$2.2m under his contract, including compensation for the change in control of the company.

April 4: Under pressure from Wormald, Mr O'Connor and Mr

forrest resign as directors with immediate effect. Mr Potter takes leave from the board. June 5: Mr Packham wins claim for severance pay of \$1.5m. disputed by the company.

June 20: Mr Potter resigns as chairman for family reasons.

renewing their contracts with Holmes). Hard times and increased competition upset the group's 1988 budgets. Restructuring of operations. Holmes wanted to rationalise its

core Manhattan business by transferring customer accounts from a number of monitoring stations to a central station, known as the Metro-Center, during 1987. But cost overruns and delays hit profits in 1987 and 1968. More importantly, the need to concentrate on reorganisation meant some customer services were neglected and the monthly

run over budget despite the tightened financial controls mentioned in the 1987 report and accounts, it was the US-based executives Mr Mark Wie-ner and Mr Berry Packham who were sacked. "Senior manage-ment," explained Mr O'Connor in his 1988 chairman's statement, "failed to offer effective Mr Wiener and Mr Packham,

emerged that costs had again

by contrast, have always main-tained that Mr O'Connor and Mr Forrest were kept in touch other side of the Atlantic, and holders.

Gold Greenlees achieves £7.7m

blame the UK directors for fall the provide a strong treat.
It wasn't so much that there was no management control a was that it wasn't done in a ermistent and controlled way.

Seps Mr Packhetts The volunte of accusation and counter-accusation has main to a peak in recent weeks, but the त्यां वर्षक वेद त्यामार्थित या व दवस ple of points all four men say that the last 15 months has been a difficult period for them persomally and all four everenally remised substantial compensation after traving the company Those payouts are likely to be covered by provisions in the trees figures.

Following arbitration hear iros in New York, the aggreeved US directors recently won sepa-rate claims for severance pay and compensation from Holmes with a total of about \$3.5m The company is disputing Mr Packham's \$1.5m award. Meanwhile, Mr U'Connor and Mr Forrest, who reagand from the board at the beganning of

April, have together taken away \$1 sem of compensation owed to them under their contracts (Mr O'Connot says they afferred to deter the payments over five VEAKS, 1

Shareholder distaste at the warmth of such golden hand shakes, compared with Holows' wooful record in the last time years, helps explain the behav-iour of Wormald, which has owned a lance stake in the group for more than three years In May 1959, when Holmes invited Salomon Brothers to look for a huyer for the business. Warmald began to take a more active interest

It started with the Australian group's threat last year to vote a slate of Wormald selected direc-tors onto the Holmes board and culminated in the first half of this year with the ousting of Mr O'Cennor and Mr Forrest. Their departure was hastened by heavy hints from Wormald that delay would not be in the two

deay would not be in the two
directors' best interests.
Such moves led to accusations from some investors that
Wormald was being too
heavy-handed in trying to turn
the US company round from outside. They now seem convanced that such a move, however messily executed, was not essary, if only as a first surp to restore market, customer and employee confidence in Holmes

Mr O'Connor is frank about his failures, but flercely protec-tive of his and Mr Forrest's names. "I think I have done a lousy job on Holmes," he says, "we should not have taken on as many public companies as we did; we should not have believed so many people. But I do helieve we did everything we could in the best interests of the company and in many cases duadvantaged ourselves

That may not be much con-

20% fall at United **Industries**

PRE-TAX PROFITS at United Industries fell by nearly 20 per cent, from £2.96m to £2.38m, in the year ended March 31 1990. But the performance could be considered satisfactory, according to Mr KH Coates. chairman. As well as high interest rates and increasingly difficult trading conditions. two of the major customers suffered strikes which meant that for six and two months respectively the group effec-tively made no sales to them.

The group's four divisions -material handling, springs and pressings, cutting tools, and process machinery - all traded profitably. Turnover rose from £40.37m to £46.76m. Net interest charges came to \$757,000 (£307,000). Earnings were 5.06p (5.92p) and the dividend is again 3p

with a final of 1.8p.

Mr Coates said prospects remained uncertain in the UK; but the group enjoyed a broad spread of activities at home benefit from the substantially completed investment programme and reorganisation in

IWP maintains growth with I£9m

A rise in second-half profits from 123.99m to 124.54m resulted in full year pre-tax fig-ures of Dublin-based IWP International rising 21 per cent to I£9.05m (£8.38m), against I£7.51m previously.

Turnover for the year ended March 31 expanded 43 per cent

The group's three largest divisions - household products, industrial products and printing and packaging - all achieved increased profits, but there was a fall in the contribution from telecommunica-

Household products' profits rose to IE4.62m (IE2.04m), industrial products turned in

ing and packaging IS3.54m (IE3.21m), but telecommunications dropped to IE1.66m

Net interest took £1.43m (£314,000). Earnings per share increased from 23p to 25.7p and the recommended final divi-dend is maintained at 3p for a total of 5.5p.(4.5p). total of 5.5p (4.5p).

net assets slip

Net asset value per share of the Bankers' Investment Trust was marginally lower at 103.4p at the end of April 1990, against 104.4p a year earlier. However, net revenue for the half year increased from \$1.56m to £2.21m. Earnings per share were ahead at 1.41p (0.99p) and a second interim of 0.66p (0.55p) is declared - an interim of 0.55p has already been paid.

Total revenue advanced from £8.3m to £4.75m.

Sharp fall in NAV at River Plate

River Plate & General Investment Trust reported a sharp fall in net asset value to 149.3p per share at April 30 1990. against 185.1p a year earlier. Net revenue advanced from £1.76m to £1.91m, after tax of 2677,000 (2603,000). Earnings per share improved to 3.54p (3.26p) while the interim divi-dend is maintained at 3p.

Gross revenue came to £2.89m (£2.68m), of which franked investment income accounted for £2.3m (£2.27m).

Penny & Giles rises 26% to almost £3m

Taxable profits at Penny & Giles International rose 26 per cent from £2.37m to £2.99m in the year to March 31. The company designs and manufactures electronic, electrical and electro-mechanical instrumen-

Turnover advanced 33 per cent to £31.68m (£23.81m), and, after tax of £1.09m (£832,000) and minorities of £6,000 (nil), earnings worked through at 19.77p (16.95p) per share. The dividend for the year is lifted to 4.25p (3.5p) by way of a rec-

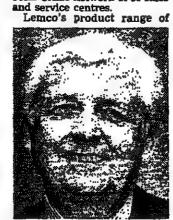
ommended 3p final.

Directors said that, although uncertainties existed with respect to defence procurement, current orders outstanding and the rate at which orders were being procured. orders were being received pro-vided confidence that growth would continue.

Bankers' Investment TI expands in US with \$3m purchase

TI Group has acquired Lemco, the US supplier of seal support systems for mechanical pumps systems for mechanical pumps and other rotating equipment, for \$3m (£1.74m).

Lemco, based in Tulsa, Oklahoma, will operate as a division of John Crane US, with the range being marketed across the US through the John Crane network of 50 sales and service centres.



Christopher Lewinton - TI chairman

systems, heat exchangers and pressure lubricators enhanced mechanical seal performance and help to control emissions from rotary equipment in pro-

Net assets decline at Dundee & London

The net asset value of Dundee & London Investment Trust was 293p at April 30 1990. The figure showed a decline of some 8 per cent on the 319p of six months earlier and 21 per cent on the 371p standing at April 30 1989. Net revenue for the half-year

to end-April amounted to 2835,000 (£702,000), resulting in earnings of 4.93p (4.14p) per share. The interim dividend is lifted 0.4p to 3.8p.

Property helps Owen & Robinson to £1m

In a year of rationalisation and In a year of rationalisation and integration, and taking in a material contribution from property profits, Owen & Robinson, the retail jeweller, made pre-tax profits of fim.

The period covered 12 months to January 28 1990. In the previous accounting period.

the previous accounting period of eight months the profit was \$816,000 and included the flattest four months for the trade; on a pro-forma annual basis the comparison was £452,000. Mr Maurice Dwek, chairman, said the Gold Centre trading format had been introduced in all the Russell and Lawrence units in the south. Nine shops had been closed and all but three disposed of thereby elim-

mating trading losses in excess

of \$500,000.

The move to new style trading meant shifting old stocks quickly, and trading profits and gross margins were affected by some £775,000. Stocks were running at some £3m below those of a year ago. Turnover came to £14m (£10.46m for eight months). Earnings were 1.59p (2.42p) and the final dividend is 0.35p for a total of 0.5p (0.3p, or 0.45p ann-

Hobson falls £0.37m into the red

Hobson finished the year ended March 31 1990 with a pre-tax loss of £367,000, com-pared with a profit of £708,000. There is no dividend, against a

total of 0.75p.

The year saw significant changes for the USM-quoted group. Images Club (health and leisure) was sold in July, and the aluminium products division and Tower Hill Mon sion and Tower Hill Merchants, a general exporter and physical commodity trader, were disposed of last Decem-

Hobson now makes toiletries for export to west and central Africa. Figures available for the current year indicated all companies were trading profit-ably at the operating level. The decision to dispose of

manufacturing reflected the perception of the future growth potential in that sector. Sales in the year came to £12.76m (£17.47m). The loss included £150,000 (£98,000) exceptional debits. Loss per

Lawrie moves for tea company stakes

share was 0.82p (earnings

Lawrie Group, the tea and cof-fee producer and investment company, has reached agree-ment to acquire those shares of Assam-Dooars Holdings, Walter Duncan and Goodricke, Western Dooars Tea Holdings, Isa Bheel Tea and Longai Valley Tea still in public hands. Camellia Investments, which holds 200,000 Walter Duncan

shares will, subject to share-holder approval, exchange them for new Lawrie shares. Lawrie, aubject to the merger proposals being implemented, is forecasting a dividend of 60p for 1990.

Interim setback for Soundtracs

Taxable profits of Soundtracs, the USM-quoted professional audio equipment designer, fell to £375,000 in the six months to April 30 1990.

However, Mr Todd Wells, chairman, said the outcome -down from £417,000 in the com-parable period of last year -was creditable "in the face of an increasingly competitive market compounded by escalating labour costs."

"Our new thinking and facil-ities should also provide ample opportunity to exploit some of the acquisition opportunities we have had to reject in the, past due to lack of production capacity" he added.

Turnover declined slightly to £1.95m (£1.95m) with some 85 per cent of products exported to North America, the Far East and Europe. A maintained interim dividend of 0.85p is payable from earnings of 2.44p (2.71p) per 5p share.

despite market uncertainty

IN SPITE of the tough trading conditions in the advertising industry, Gold Greenless Trott increased pre-tax profits from £5.15m to £7.68m in the year to

25.15m to 27.68m in the year to April 30.

The company suffered to some extent from the slow-down in the UK advertising market, but this was countered by a strong performance from its specialist marketing consultancies and from its recent acquisitions in the US.

Mr Mike Greenlees, joint chairman, said the outlook for the UK advertising market was

chairman, said the outlook for the UK advertising market was "still very uncertain" but the group was "increasingly confident" because of its new business performance and its growth in the US.

Turnover rose to £199.42m (£104.14m) and operating profits to £6.68m (£4.36m). Earnings per share (fully diluted) increased to 30.11p (27.76p). The final dividend has been raised to 5p making a total of

raised to 5p making a total of 8.3p (7.5p).

The UK advertising agencies reported static profits. Mr Greenlees said the main Lon-don agency had suffered

slightly from the sluggish state of the industry. However, the new business market had recovered in recent weeks and the agency was pitching for accounts worth around £35m. accounts worth around 2.5m.
BDH, the Manchester agency, saw profits fall chiefly because of the problems of Coloroll, the home products company which recently went into receivership and was once

the agency's biggest client.

The specialist marketing companies had a record year

with profits growth of 20 per cent. Mr Greenlees expected a similar rate of growth this In the US, which now represents nearly half of overall revenue, GGT has expanded by acquiring GSD&M in Texas

acquiring GSD&M in Texas and opening a new agency for Babbit & Reiman, its Atlanta agency, in New York.

GGT has established links with a number of European agencies in which it intends, eventually, to take minority holdings. Mr Greenlees said GGT would wait for the UK market to stabilise before making these investments and

until then, the emphasis would be on cash conservation.

COMMENT This respectable set of results from GGT - and the mood of cautious confidence that accompanied them - was exactly what the stock market wanted to hear ofter the borror stories in the marketing services sector from VPI, Yellow-hammer, FKB and Saatchi. The company was even treated to a sp rise in its share price to 178p yesterday. GGT has always styled itself as a staid, sensible member of the sector. So far its staidness and sense have paid off. The only cloud of doubt is whether it should have run the risk of burdening itself with long term debt and defered payments in its US acquisitions, when the position of the UK advertising market is so precarious. The City with a number of European agencies in which it intends, eventually, to take minority holdings. Mr Greenlees said GGT would wait for the UK market to stabilise before making these investments and,

Vishay queries TT share value

VISHAY Intertechnology, the US maker of electronic components bidding £31m for Crystal-ate, a similar UK company, has questioned the value of the shares of TT Group, its rival in the takeover battle.

limited share alternative, which it said was worth about which it said was worth about 93p per Crystalate share, Crys-talate closed at 81p.

Vishay said TI's share price might fall if its bid succeeded because the industrial holding group, which had no experi-

ence of Crystalate's business, would be acquiring it on a pro-spective p/e of more than Vishay also stressed its long-

ship with Crystalate and the technological and marketing advantages of the companies combining. Its size would mean that it could absorb Crystalate, with its current trading problems, more easily than the smaller TT could. In the offer document sent out yesterday, Vishay con-firmed its offer of 80p cash or a Vishay, listed on the New

York stock exchange, has also

offered one of its new shares (limited to 1.5m) for every 14 Crystalate. TT, which has made a 7-for-10 offer with a partial cash alternative, said it had a record of turning round lossmaking acquisitions and improving the performance of profitable ones.

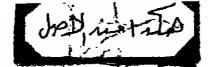
it also questioned whether the Office of Fair Trading would clear the Vishay bid standing commercial relation- because joining with Crystal-

ate would give it more than 36 per cent of the UK resisisfors

The OFT has postponed the announcement of its verdict until July 9. TT, which earlier this week owned or had acceptances for nearly 18 per cent of Crystalate's equity, said it would probably again extend its offer from June 25 until after the OFT pronounce ment

TT's all-share offer values Crystalate's shares at 38.89 co TT's closing price of 189p. The partial cash niternative is five TT shares and \$3.60 cash for every 12 Crystalate.

Crystalate has rejected both offers, but made it clear it would rather be taken over by Vishay.



COMMODITIES AND AGRICULTURE

France imposes, then lifts, import ban on Belgian pigs

SENSITIVITIES over animal disease in the European Community were exposed again yesterday when France sud-denly banned imports of Belgian pigs.

gian pigs.

However, the ban was lifted at midnight after new measures to combat classical swine fever were quickly agreed. The decision to close the bor-

der was taken in Paris after Wednesday's discovery of three new cases of swine fever, one of them in the Ypres region near the French frontier, bring-ing to more than 80 the num-ber of outbreaks in Belgium this year. EC approved measures to

combat the disease - includ-ing compulsory slaughtering in certain areas - were con-firmed last month, but it is understood that the French were concerned among other things about the movement of pig consignments across the affected zones.

Fears of a new trade crisis only two weeks after the EC painfully persuaded France, Germany and Italy to revoke their bans on imports of British beef were quickly dispelled last night after the EC's veterinary management committee agreed to merge Belgium's original "buffer" and "surveil-

lance" zones.
This means that all exports of pigs and pig products will be prohibited in an area which includes all of West Flanders, most of East Flanders except the easternmost part, and half

Batteries raise

consumption

of cadmium

By Kenneth Gooding,

Mining Correspondent

THERE WILL no quick and widespread substitution for

cadmium, the London-based

Cadmium Association, said

yesterday in response to recent

market suggestions that this might be the case.

The association, which brings together more than 30 producers and consumers of

the metal, pointed out that worldwide consumption of cad-

mium rose by 7 per cent last year to a new peak of about

It was the fourth successive year that consumption

increased. Production, mean-while, fell last year by about 5

per cant to 16,400 tonnes.

The very strong growth in recent years in demand for

nickel-cadmium rechargeable batteries – used to power por-

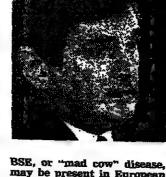
table electronic equipment

such as telephones, computers

and video recorders - has

fuelled the remarkable upsurge

8,500 tonnes.



may be present in European countries other than the UK and Ireland, Mr Ray Mac-Sharry, (above) the Euro-pean Community agriculture commissioner, said in Lon-

of the Antwerp region.

The French authorities said they were satisfied with this response and that they would lift their ban. Along with the Dutch they announced that they intended to carry out blood tests on risk blood tests on risk blood tests.

blood tests on pig herds near the Belgian border, to ensure the disease had not spread. Brussels officials are relieved that the immediate problem has been quickly resolved — but they realise that the latest dramas will do little to improve the atmosphere ahead of Monday's important meeting of EC Agriculture Ministers in Luxembourg.

don yesterday, writes Our Commodities Staff.

The disease - bovine spongiform encephalopathy - is believed to have been spread to cattle through feed containing the remains of sheep suffering from scraple, a similar affliction.

"Now we have found the causes of BSE we can begin to eliminate them," he said to eliminate them," he said after addressing a council meeting of the National Farmers Union. "But where such practices were applied, as in a number of countries in the EC other than the UK, then it would be expected that BSE would arise."

Measures in place to com-

Measures in place to com-bat BSE and protect public health would be sufficient and there was no cause for concern, Mr MacSharry said.

Both the European Commis-sion and the Irish Presidency are hoping to reach agreement on several measures designed to advance the cause of a genuinely single market in animals and animal products. Chief among these is a controversial plan to abandon the practice of vaccination against foot and mouth disease in favour of a compulsory slaughter policy. Until last month only Bel-

gium was proving reluctant, but EC experts believe France may also have become more sceptical recently in the light of the Belgian experience with classical swine fever.

Senators fight over rate of subsidies for US farmers By Nancy Dunne in Washington

SENATE Democrats and Republicans have been locked in battle this week in the agri-culture committee over attempts by populist Demo-crats to raise the level of government support to be pro-vided to US iarmers through the 1990 farm bill

In the House, where the bill could go to the floor next week, the agriculture committee set-tied the issue by freezing most subsidies at their current lev-In the Senate the dispute

centres on an attempt by Democrats to institute "marketing loans" for several commodities which pay farmers direct subsidies if they fail to get a pre-established price from the market. Under one proposal, farmers would be guaranteed \$1.96 (£1.13p) a bushel for maize and \$2.44 a bushel for Democrats argue that mar-

keting loans prevent accumula-tions of stocks. However, by dumping cheap commodities on the world market, they undermine world prices. This is opposed by the Bush Administration, which is trying to convince the European Community to phase out its own export subsidies in the Uruguay Round of international trade talks.

Most of the controversy over the bill, which must be com-

the bill, which must be com-pleted before Congress adjourns this year, has been generated by environmental groups, which have sought more restrictive conservation provisions. Nost of these disprovisions. Nose of these dis-putes have been settled by compromise, although the environmentalists may take the issue to the full House and Senate where they have more Support.
The expiring 1985 farm bill

was written in an atmosphere of severe farm recession, low prices, surpluses and bank-ruptcy. The crisis atmosphere is missing now. In fact, the US Agriculture Department this week issued new forecasts that the year may produce record farm income.

CFTC may exempt **Brent from** its rules

By Steven Butler

THE US Commodity Futures Trading Commission appears the forward market for North Sea Brent crude oil formal exemption from its regulatory

authority.

The Commission late on Wednesday directed its staff to draft a statutory interpretation for its consideration based on a staff report indicating that con-tracts in the market were cov-ered by the so-called forward market exclusion of the Commodity Exchange Act.
The act requires the CFTC to

regulate futures markets, but exempts coverage for forward contracts which are used as a vehicle for delivery of a com-

A statutory interpretation is the strongest action the CFTC can take and would be a clear sign that the CFTC aims to allow the Brent market to carry on more or less as in the past, under a loose regulatory regime drawn up by Britain's Securities and Investments Board. Alternatively, the CFTC may have adopted a weaker "no action" ruling which would have had less standing in the US courts. The possibility remains that a CFTC ruling could be chal-

lenged in the courts. A success-ful challenge could make for ful challenge could make for-ward contracts on the market both illegal and unenforceable. The CFTC action comes in the wake of a US district court ruling in April which found that the Brent forward market was a US futures market sub-ject to CFTC jurisdiction. This was on the grounds that most was on the grounds that most deals in the market were struck for the purpose of hedg-ing and speculation and because a large percentage of the deals involved US-based

companies.

The UK Government protasted that this ruling was contrary to international law and
implied a jurisdictional reach
that was damaging to British
national interests, insofar as
US jurisdiction could be found to apply to deals struck between UK-based traders.

The US court ruling led to a The US court raing led to a drop in trading volume in the market as European companies shunned deals with US partners. Exxon, on the advice of its lawyers, withdrew from the market, although has since resumed trading outside the US.

The case itself, a suit by Transnor, a Bermuda-regis-tered trading company, against four oil companies, was settled out of court last month. The settlement threw up the possibility of appeals against the establishment of US jurisdic-tion and challenges to the finding that the Brent market was a US futures market,

Panning Canada's Golden Triangle

Robert Gibbens looks at the prospects for gold in British Columbia

THE remote exploration centres of Iskut, Eskay, Sulphurets and Galore Creek in north west British Columbia were, until two years ago, said to form the 'Stikine Arch', after the stunning Stikine River

Mining and investment people in Vancouver, Toronto Montreal and elsewhere now call the area, near the Alaska Panhandle, Canada's Golden Triangle, hoping it may one day eclipse the rich gold potential of Northern Ontario's Hemlo producing region.

But as the contest between Placer Dome and Corona Corp for the C\$500m (£247m) Eskay Creek gold property seems to be drawing to its conclusion

this week, many analysts are reminding over-enthusiastic investors about the realities.
It is not only the remoteness of the Golden Triangle, that concerns them – a gravel road into the Eskay Creek area will not be ready until next year. They also point out that, although it is a world class gold find, several years must

elapse before production can begin and a development plan has yet to be made. Cominco's big Red Dog zincsilver property in north west Alaska was as remote from infrastructure and took a decade from drilling to produc-

reserves of 6.49m tonnes of ore grading 0.5350z per tonne gold and 14.130z silver were based on 208 drill holes. To date, more than 600 holes have been completed and six drills are working on the property.

Recovery rates have been estimated at 90 per cent for two key mineralised zones,

Eskay Creek's drill-indicated

ever, more metallurgical test-ing of core samples is under way at Lakefield Research in Ontario. The Golden Triangle, which may one day host five or six gold mines, lies roughly between Prince Rupert, the western terminus of Canadian National Pollugarian

National Railways and a major resource products export termi-

Stewart Stewart oroject PACIFIC OCEAN NOT using conventional grinding and recovery techniques. Hownal, and Skagway, the Alaskan port and take off point for the Klondike Gold Rush.

CANADA

YUKON

The region stretches from Stewart, north west along the US-Canada border and then north east along a gravel road linking Stewart with Cassiar, all within the Coast Range Mountains, Elevations range up to 9,000ft. Steep valleys are subject to massive rock and ice landslides and flooding. Snowfall is heavy in the six-month

Men and supplies move into Iskut-Eskay Sulphurets camps by fixed-wing aircraft to six airstrips and then by helicopter to individual properties.
The road will go in via the Iskut Valley
The Golden Triangle covers about 6,000 sq miles It has not provided by the cover of the

previously been explored extensively because of its remoteness and the high cost of moving in men and equip-ment by air. The cost of the present exploration effort is estimated at well over C\$100m.

More than 20 separate drilling programmes are being operated by about 40 compa-nies, trying to build on Eskay Creek's success, first revealed last year,

Entry of the blg mining com-panies, such as Minorco, Nor-anda, Cominco-Teck, American Barrick, Lac Minerals, and Westmin have speeded exploration and provided much more financial muscle. Many base metals mines have also been

Growing demand for Guatemala's coffee

By Tim Coone in Gustemala City

GUATEMALAN coffee exporters are in no hurry to see a return of the International Coffee Agreement (ICA) and the export quota system, and have adopted an aggressive marketing policy to take a bigger share of the world market.

"We are quite happy without the quota system as we are now able to sell 100 per cent of our harvest," said Mr James McSweeney, the president of the Guatemals National Coffee Association (Anacafé). Last year he said Guatemals was putting one bag of coffee into stocks for every bag it was exporting. Stocks have now been cleared and most of the 1989/90 harvest has been sold. "We are quite happy without 1989/90 harvest has been sold.

"We are not against a quota system as long as we get an adequate quota which reflects our true participation in the market," said Mr McSweeney. Between June 1989 and May 1990 Guatemala exported 4.1m 60kg bags of coffee for a value

of \$409mn, compared to 2.3m bags for a value of \$353m dur-ing a similar period a year before. "That is the real demand for our coffee and not the 1.8m bag quota we had before," he said. Guatemala is Central Amer-

ica's biggest "other milds" cof-fee producer. With Mexico, it has been the biggest henefi-ciary of last July's collapse of the ICA.

According to Anacafé figures presented to US Trade Depart-ment officials last month, Guatemala has more than doubled its sales of coffee to ICO members from 3.26 per cent of total sales to 6.55 per cent, in the eight-month period of July 1989 to February 1990. During the same period, Mexico has experienced even higher growth, from 4.13 per cent to 10.1 per cent of total exports to ICO

The African and Far Eastern Robustas and Brazilian coffees

have suffered the biggest falls in exports, according to the Anacafé figures. Guatemala sends 70 per cent of its exports to the US and West German markets, fol-lowed by Holland, Canada and Japan, and a marketing drive is under way to expand sales

further.
"We have hired marketing firms in the US, Europe and Japan to emphasise the quality of our gourmet coffees, which represent 60 per cent of our total production," said Mr McSweeney. He said that Gua-temala's strategy is to concen-trate Guatemalan production

on high quality varieties in 20 micro-climates producing a range of flavours which can stand on their own in the market place without blending. "We are starting with five regions," he added.

Low-quality coffee planta-tions below 3,500 feet altitude are to be gradually grubbed

out and substituted with other crops, while those above 3.500 feet will be replanted with high quality coffee varieties with the assistance of a \$25m (£14.5m) loan from the US Agency for International Development (AID). In future negotiations for a -

new ICA, Guatemala will insist on a substantially higher quota, and a change in the "verified stocks" system, sold Mr McSweeney. He wants a future stock verification system to employ internationally-recognised accounting firms to carry out surprise checks, and for stocks older than two years not to be included in total stock figures. "Countries with large stocks

are assigned larger quotas, but many of their older stocks are completely unsaleable, affecting countries like ourselves. which have high quality coffee

Italians alarmed at risk of increasing plant infections

By John Wyles in Rome

LEADING figures from the world of Italian agriculture yesterday sounded the alarm about the dangers of lower standards of plant health protection posed by the opening of the European Community's internal market.

At a round table organised partly to slert the Italian Govprepares to take over the EC commission is expected to propose the abolition of such confears were expressed that the

Italian fruit, vegetable and countries to provide certifi-wine industries might be cates guaranteeing freedom there had been outbreaks of exposed to greater risk of plant from infection when plants, various bacteria affecting vinewine industries might be exposed to greater risk of plant infections than under present arrangements. The Italian experts were

reacting to the European Com-mission's intention to modify a 1977 directive which permits national controls in support of

vegetables and fruits are exported. The plan also envisages the creation of an EC team of inspectors to ensure health standards.

plant health expert, said that any relaxation of controls could cause "irreparable dam-age" to entire sectors of Italian

CRUBE Off. (Light) 42,000 US galla S/barrel

yards and apple orchards in-parts of northern Europe-which, if they reached Italy. would destroy growing activi-ties in regions such as Emilia Romagna in a very few years. Several speakers pointed to California, which has recently banned fruit imports from Flo-

rida because of the risk of infection to its own industry.

MARKET REPORT

ZINC prices recovered in kerb

trading on the LME yesterday after falling below the important chart support point of \$1,600 a tonne for three-month metal during the day. Early on, three-month zinc went as low as \$1,590 after a burst of speculative selling. But good trade buying, some on producer account, and short covering later reversed the trend. A close below Signalled a further \$50 tonne fall. according to some chartists. Copper prices were steady, aided by trader talk of a possible small decline in LME warehouse stock returns today after earlier general forecasts of a 5,000 to 10,000

London Markets

-)

SPOT MARKETS		
Crude oil (per barrel POB)		+ or
Duber Brent Blend W.T.J. (1 pm est)	513.45-3.55w 815 55-5.65w \$16.76-6.78w	125
Oli producta (NWE prompt defivery per to	nne C/F)	+ or
Premium Gasoline Gas Oli Heavy Fuel Oli Naphtha Petroleum Argus Estimates	\$218-220 \$145-146 \$62-64 \$139-141	+1 +1 +3
		+ or ·
Gold (per troy oz) Silver (per troy oz) Platraum (per troy oz) Palladium (per troy oz)	\$350 486c \$478.75 \$114 10	+2 +4 +6.15 +1.00
Aluminium (free market) Copper (US Producer) Lead (US Producer) Mcket (free market) Tin (Kusta Lumpur market) Tin (New York) Zine (US Prime Western)	\$1545 118126 456 4056 16.471 2686 87126	+ 10 -0 05 -1
Cattle (live weight)† Sheep (dead weight)† Pigs (live weight)†	107.67p 149.67p 108.75p	-3.06° -17.6° -1.16°
London daily sugar (raw) London daily sugar (white) Tate and Lyle export price	\$314 9t \$387t £295	-1.2 -2 -1
Barley (English seed) Maize (US No. 3 yellow) Wheat (US Dark Northern)	£114.5w £146 £124.5	+1
Rubber (Jul) P Rubber (Aug) P Rubber (KL RSS No 1 Jul)	54.50p 55.00p 233m	-0.25 -0.25 + †
Coconut oil (Philippinos)9 Palm Oil (Malaysian)9 Copra (Philippinos)6	\$317.51 \$275.0q \$215#	+25
Soyabeans (US) Cotton "A" index Wooltops (64s Super)	©157 89.70e 485p	-0.10

tonnes increase. Gold closed on the London buillon market at \$349 a troy ounce, \$1 shead. Dealers as boubdue saw esenieud blas investors remained unconvinced the market would mount a lasting rally. However, if spot prices were to hold above \$350, some customer interest could be reawakened. Concern over the market's downside potential

276.00 273.00 273.00 273.00 282.60 282.60 283.00 283.00 284.00 283.00 284.00 284.00 284.00 284.00 284.00 284.00 284.00 284.00	6 (1482)lota	Ciose 281.20 278.20 280.00 267.80 266.40 266.40 378.0 356.0 344.5 344.5 344.5 340.5 360.0 341.5 340.0 341.5	Oet Dec Mar May Aug Oct White Aug Oct Oec Mar May Aug
273.00 275.00 282.80 287.00 283.00 284.00 70 773.5 54.0 47.0 40.5 44.0	281.40 282.00 270.00 270.00 270.00 270.00 267.00 Previous 380.0 360.0 353.0 348.5	278.20 280.00 267.80 267.80 266.40 268.00 Close 378.0 349.5 344.0 341.5 340.5 er: Raw30	Dec Mar May Aug Oct Aug Oct Oec Mer May Aug
275.00 282.60 287.00 283.00 284.00 284.00 284.00 284.00 40.5 447.0 40.5 44.0	282.00 270.00 270.00 270.00 267.00 Previous 380.0 380.0 383.0 348.8	260.00 267.80 267.90 266.40 266.00 Close 378.0 356.0 349.5 341.5 340.5 er: Raw30	Oct Dec Mar May Aug Oct White Aug Oct Mer Mey Aug
262.60 257 00 263.00 264.00 264.00 264.00 547.0 40.5 44.0	270.00 270.00 270.00 267.00 Previous 380.0 380.0 353.0 348.8	267.80 267.80 266.40 266.00 Close 378.0 356.0 349.5 344.0 341.5 340.5 er: Raw30	Dec Mar May Aug Oct White Aug Oct Dec Mar May
257 00 283.00 284.00 284.00 273.5 54.0 47.0 40.5 44.0	270.00 270.00 267.00 Previous 380.0 360.0 353.0 348.5	267.90 266.40 266.00 Close 378.0 356.0 349.5 344.0 341.5 340.5 er: Raw30	May Aug Oct Aug Oct Dec Mer May Aug
283.00 284.00 73.5 54.0 47.0 40.5 44.0	270.00 267.00 Previous 380.0 360.0 353.0 348.5	266.40 266.00 Close 378.0 356.0 349.5 344.0 341.5 340.5 or: Raw30	Aug Oct Aug Oct Dec Mar May Aug
284.00 70.5 54.0 47.0 40.5 44.0	267.00 Previous 380.0 360.0 353.0 348.5	256.00 Close 378.0 356.0 349.5 344.0 341.5 340.5 er: Raw30	Militer Aug Oct Dec Mar May Aug
73.5 64.0 47.0 40.5 44.0	Previous 380.0 360.0 353.0 348.5	78.0 356.0 349.5 344.0 341.5 340.5 er: Raw30	White Aug Oct Dec Mar May Aug
73.5 64.0 47.0 40.6 44.0	380.0 360.0 353.0 348.8	378.0 356.0 349.5 344.0 341.5 340.5 er: Raw30	Aug Oct Dec Mer May Aug
54.0 47.0 40.5 44.0	360.0 353.0 348.5 6 (1482)lots	356.0 349.5 344.0 341.5 340.5	Oct Dec Mar May Aug
47.0 40.5 44.0 omnes.	353.0 348.5 6 (1482)lota	349.5 344.0 341.5 340.5 er: Raw30	Dec Mer May Aug
40,5 44,0 Johnes	348.5 6 (1482)lots	344.0 341.5 340.5 er: Raw30	Mer May Aug
e4.0 lotines.	6 (1482)lota	341.5 340.5 er: Raw30	May Aug
onnes.	6 (1482)lota	340.5 er: Raw30	Aug
		er: Raw30	Lucom
\$/barre	50, May 1%	70, Mar 19)ec 19
		2 OIL - II	CRUP
VLOW .		Lates	
1 15.50 5 15.98		15.60	Aug
g D 19-200			Sep
5			Oct
•			
			_
\$/tonne	96531		
			0 2AG
W TO			
142.50		143.25	Jul
143.50 146.00			
149.25			
151.25	151.00	149.75	Oci
153.00	152.75	151.25	Vav
153.00	154.50	153.75	Dec
153.00	154.50 153.00 38)lots of 1	153.25	Dec lan
֡	15.85 16.20 16.40 16.50 15.73 16531 Previous 142.75 144.00 147.00	15.50 16.05 16.85 16.85 15.59 er: 12078 (IL - RPE Lalest 143.25 143.25	Jul Aug Sep

I a torme unless otherwise stated, p-pence/kg Mb. 1-ringak/kg a-Jul (-Jul/Aud. u-Oct Dec v-kmijul w-Aug z-Aug/Sep y-Sep. †Moai on invertige fatstock prices. * change from a week ago. Whondon physical market.

threatened strike action by South African mineworkers has limited for the moment. On the BFE freight lutures were again down. Dealers said physicals showed fresh signs of weakening further.

8-20p each. New positions are exceeding the figure of the position of the position at 10-14p a lb 110-20p). Currots are abundant at 24-35p a lb (24-35p). Tomatoes are a star buy at 35-45p a lb (38-75p) and celery is still good value at 40-70p a hoad (40-70p). Spring onlone are plentitul at 20-35p a bunch position are plentitul at 20-35p a bunch position.

786 762 816 785 841 819 863 836 860 880 863 875 802 829 862 872 891 811 \$16 894 Turnover: 5363 (7163) lots of 10 tonnes ICCO Indicator prices (SORs per tonne). Dally price for Jun 20 1014.18 (1003.46) 10 day swer-CONTRACT - Laurion FOX Close Previous High/Low 585 571 804 592 822 611 840 631 577 597 819 687 663 672

Close Previous High/Low

778

654 648 670 668 POTATUES - BPE

Close Previous High/Low 126.5 129.0 135.0 91.0 88.5 123.1 123.7 137.0 Close Previous High/Low 115.50 115.00 115.60

Turnover 20 (100) lots of 20 tonnes. RESORT FUTURES - BFE STOVINGER point 1133 1130 1028 1015 1100 1080 1115 1100 1120 1110 1081 1100 1105 1159 1189

PAINS -First Close Previous High/Low 120.60 112.85 116.96 120.70 124.15 120.50 119.65 112.60 112.00 116.70 116.00 120.00 123.30 127.00 127.00 Close 111.30 115.45 111.10 111.00 115.35 115.25 115.35 118.40 121.60

over: 3788 (6567) lots of 5 tonnes Indicator prices (US cents per pound) for 20: Comp. daily 68.22 (70.12), 16 day sver-

(Cesh Settlement) p/kg Close Previous High/Low 125.3 123.5 125.1 123.5 125.0 124.0

(Prices supplied by Amalgameted Metal Trading) of AM Official Kerb close Open Interest Total dally turnover 10.258 loss 1546-8 1567-8 45,168 lots Total daily turnover 19,449 lots Total daily turnover 1.912 lob Lead (£ per tonne Cash 483-5 I morning A85-1 with (5 per terms Cush \$800-25 3 months \$800-10 8700-10 8725-50 8,234 lots Tis (\$ per tonne) Total daily tumover 1,056 lots 6155-86 6160/6155 \$155-88 \$260-70 Cash 1653-7 5 mains 1598-600 1678/1676 1675-8 1610-2 18,768 lots LME Closing E/S rater SPOT: 1.7347

	ILLION MARK	
Gold (fine oz	\$ price	Preisviupe 3
Close	349 4 - 350 4	2024-2034
Opening	350-350½ 350.00	203-203 I ₂ 203.193
Morning fix Atternoon fix		203.024
Day's high	350-35012	Section .
Day's low	349 12-350	
Colma	S price	T aquirable
Maplelosf	358-363	207 2-21012
Oritannia.	355-363	207 2-210 2
UE emple	358-363	207 12-210 12
Angel	368-363	207 12-21012
Krugerrand	349-352	202-204
New Sov.	82-84	4712-49
Old Sov.	82-84	4712-49
Noble Plat	484.50-452.20	281.35-285.80
Silver fix	p/fine oz	US cts equiv
Spot	260.85	483.75
3 months	291.30	493.90
6 marring	301.90	504.35
THE STRONTON	332.90	526.65
TRADED OF	1048	
Alumbum (9		

68 47

WORLD COMMODITIES PRICES

482.4 483.2 467.0 491.2 502.2 505.5 512.9 Strike price \$ tonne July Sep July Sep 483.2 484.2 488.0 482.2 503.2 506.5 513.9 106 23 125 56 19 Calls Copper (Grade A) 2 129 49 15 106 57 27 22 82 Sep Nov Sep Nov 84 83 82 Sep Dec Sep Dec 106 72 58 47 82 Aug Sep Aug Sep

6 months: 1,8740 9 months: 1,6530 New York GOLD 100 troy oz.; S/troy tiz. Close Previous High/Low 350.7 351.0 353.1 367.5 362.0 366.6 371.0 176.1 380.0 350.5 379.6 PLATINUM 50 tray az. \$/tray ez Close Previous High/Lov 402.1 480.5 486.5 490.5 495.5 504.5 488.0 493.5 SELVER 5,000 troy 02; conts/troy oz. Close Previous High/Low

KY.	520.2 527.6	621.2 628.6	522.0 530.0	519.0 527.5
þ	535.5	536.5	0	0
GH	GRADE C	OPPER 25,0)00 lbs; con	ts/lbs
	Close	Previous	High/Low	
ſŧ.	111,00	110.45	t11.50	110.50
ı	110.60	109.85	111.00	109,40
ч	110.00	108.85	119.00	105.90
P	109.50	107.40	108,70	107.50
ŧ	107.35	106.15	0	0
*	108.15	104.60	0	0
c	104.80	103.65	70 C	109.50
П	103.95	102.70	0	0
HT .	101.00	100.36	100.35	8
	101.00	99.85	99.85	99.65

16.57 17.83 16.25 18.58 18.58 18.13 19.00 19.15 18 galis 4750 4775 5065 5180 2300 5355 5350 5175	SIMMICONAL ISLEMENTS OF THE
17.83 16.25 16.58 13.79 18.93 19.90 19.15 19.90 4750 4750 4750 5065 5190 5350 5350 5350 5375	- ISASMUSAMUS JANSONIMA
18.25 18.78 18.13 19.00 19.15 18 galis 4775 5065 5190 5350 5350 5175	ASSISTANTION INVESTOR
18.58 18.78 18.13 19.00 19.15 18 galla 4750 4775 8065 5190 5355 5190 5355 5175	ASSISTANTION INVESTOR
18.03 19.05 19.15 18 galin 4750 4775 5065 5190 5355 9330 5175	SMUMMER JANSOOJAM
19.00 19.15 18 galia 4750 4775 5065 5190 5355 5330 5175	PARTOONAL INCOME
4750 4775 5065 5190 5355 5330 5355 1180	MACCOUNT PRINT
4750 4775 5065 5190 5355 5330 8175	MELECONAL INCIDENT
4775 5065 5180 8300 8300 8355 9330 5175	WW.FOOSPYF - 6
4775 5065 5180 8300 8300 8355 9330 5175	I WALLOOS WILL
5065 5180 5300 5355 9330 5175	M N N N N N N N N N N N N N N N N N N N
5190 8300 5355 5330 5175	M N N N N N N N N N N N N N N N N N N N
\$300 \$355 \$330 \$175	N N N O
\$330 5175 1180 1201	N N N O
1180 1201	J: M M
1201	М
1201	М
1201	6
1201	
	_
1235 1270	J
1261	A
g	JIASOD
U	Ď
	Ji N
	N
85 85	M
MA 75	
	J
98 GO	1 M D
99.40	Ö
	M
B/IQS	a)
	D
12.38	_
	W
11.86	-
11.83	~
11.80	JA Se
	O
	M
	J
	ы
73.30	_
74.20	_
	_
	Ā
68.80	O
68.80	Or De Fe
68.80	Or De Fo
68.80	Or De Fe
68.80	Oc Fe Ap Ju
68.80	Oc Fe Ap Ju
175.00 175.30 165.30 164.00	October Appli
175.00 101.70 165.50 164.00 163.50	Octobro April — Lit
175.00 105.70 165.50 164.00 163.50 0	Octobro Airi
175.00 165.50 164.00 163.50 166.00 0	Or De Franklin — Line Ale Or De
175.00 107.70 165.50 164.00 163.50 166.00 0	Or Property and the Control of the C
175.00 10 70 165.50 164.00 163.50 166.00 0	Or De Franklin — Line Ale Or De
175.00 176.70 165.50 164.00 163.50 166.00	Order April — July Order —
175.00 176.70 165.50 164.00 163.50 166.00 0	ひゅうちょう 一切 一切 みのひをみがり 一
175.00 176.70 165.50 164.00 163.50 166.00 0	OCCEPTAL THE TRACORES
175.00 101.70 165.50 164.00 163.50 166.00 0	ひゅうちょう 一切 一切 みのひをみがり 一
175.00 176.70 165.50 164.00 165.50 166.00 0	ひゅうちょう 一切 一切 みのひをみがり 一
	6 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0

130 93 131.11 135.65 130 94 131.09 133.17

Ch	icag	0		
SOYA	BEANS 5.	000 bu mm, c	ents/60lb bu	shoi
	Close	Provious	High/Low	
Jul	603/2	595/Q	603.4	596/0
Aug Sep	609/6 614/6	608/S 969/S	615/0	607.0
Nov	62310	617/4	624/0	615/6
Uan Mar	634/0 645/0	628/6 639/0	654:0 646:0	627/0 628/4
May	664/0	549/4	654/0	64974
401	663/0	856/4	66310	656 0
BOAY	BEAN OIL	Previous	High/Low	
Jui	24 16	24 02	2420	23 84
Aug	24 06 23 83	23 90 23 75	24.08 24.02	29 73 23 62
Sap Oci	23 70	23 55	23 75	73.45
Dec	23 57	23.32	23 60	23 15
Jan Mar	23.40 23.10	23. 15 22 86	23 47 23 40	23 96 22 90
May	22.95	22.80	25 25	22.75
BOYA		AL 100 tons.		
led.	Close	Previous	High*Low	173 7
Jul Aug	174 6 178 4	174 D 175.5	176.6	178 1
Sep	178.1	177 6	178.5	177 1
Dec Dec	180.1 183 &	179 () 183 1	180 2 183 2	179 0
Jan	184,5	183 7	184 8	184 0
Mar May	167 S 189.0	166 7 188 4	187 5 189 0	186 Q 188 L
		min, cents/5		
	Close	Previous	High/Law	
Jul	285/0	785 T	285 D	28272
Sep Dec	282/4	282/1 279/0	28312 28170	20016
Mar	287/0	284/2	267 0	293/1
May	290/0 292/0	287/0 289/0	290.0 292/4	266 6
300	279/4	277.2	280/0 271/4	259.0
Doc	270/0	20.70	2711-4	20074
WHEA		min, cants/		
Jul	338/2	Previous	High:Law	
Sep	340-6	334/4 339/2	336/4 341/0	333/4
Dec	353/6	350/6	354 D	350:0
Mar May	360/0 353/4	357/0 350/0	360/0 254/0	356.0
Jul	0400	346.0	349/0	351/0 348.0
LIVE	ATTLE 40	.000 lbs, con	ta/lbs	
	Close	Previous	High/Low	
Aug Oct	74 05 75 60	74 05 75 60	74 22 76 05	73 45 76 22 -
Dec	75,47	75.47	75.85	75 12
Feb	75.10	75 10	75 37	74 90
Apr Jun	76.20 73.07	78 12 73.12	76 30 73 40	75.90 73.00
INE A	1005 20 0	00 lb. cents/l	he .	
	Close	Provious	High/Low	
Jul	58 72	59.32	59 50	57 82
Aug	57.17	57 60	57 60	56 15
Oci	51.07 50.27	51.60	51.50	50 27
Dec Feb	48.25	50.96 15.00	50 95 48 80	47 60
Apr	45.85	46 40	46.50	45.70
Jun Jul	49.00 49.66	49 55 0	49.70 49.40	48.80
				49.05
PORK		40,000 lbs, c		
	Closa	Pravious	High/Low	- 1
Jud Aug	61.40 59 67	63 40	62.40 60 15	61 40 59 67
Feb	56 35	58 35	57.80	56.35
Mar May	55 95 56.80	57.95 58.60	57.15 58.00	55,95
.~ay	Ju.60	20.0U	56.60	56 60



The Noh Mask is a tradition of The Noh Theatre in Japan. This is the mask of Ko-omote, a gentle young beauty.

MADE IN JAPAN

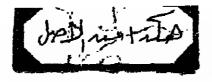
Bright and early on June 5th the first Tokyo edition of the FT was on the desks of the business community there.

You could say we're giving them something of an unfair advantage because, being 8 hours ahead, they're using their daily FT before we're even up.

If you have business associates in Japan who you think might like to receive six weeks copies of the FT with your compliments and those of the Financial Times, simply send us their names, companies and business addresses together with your business card, and we'll do the rest.

Department:		
	Сопіраву:	-, ·
Address:		·
Name:	Title:	
Department:	Company:	
Address:		
Name:	Title:	
	Company:	





LONDON STOCK EXCHANGE

Food issues enliven uncertain market

A LONDON stock market lacking a clear lead from Tokyo and New York moved erratically yesterday and ended the session little changed from overnight levels.

Trading volumes were unimpressive but a handful of Seaq stocks again provided the fea-tures. The final hour of trading was enlivened by speculative excitement in the food manufacturing sector on the news that shares in Jacobs Suchard, the chocolate and sugar group, will be suspended on Swiss markets today.

Equities were helped by a firm pound, although there was no immediate reaction from the stock market to the

-	_	
Account	Dealing	Dates ·
Piret Declinge: Jun 11	Jun 25	Jul 9
Option Declaration Jun 21	ne: Jul 5	Jul 19
ast Dealings: Jun 22	Jul 6	Jul 20
Account Day: Jul 2	Jul 16	Jul 20
Non-time dealing 8.36 ain two busi	of Inny take	place from

proposal by Mr John Major, the UK Chancellor of the Exchequer, for the creation of a "hard" Ecu. A weaker perfor-mance in UK Government bonds also helped to restrain an uncertain equity sector The market fell by 10 FT-SE points in early trading, in part reflecting a sharp fall in Well-

unit, held steady in calmer trading as the market awaited With institutions still unwill-

prices. Bank issues remained under a cloud following the

recent profits downgradings. But ICI weak on Wednesday on a Federal suit against its US

come on adverse reports on its Retrovir drug from an Aids ing to sell stock and market-makers happy to buy at lower conference in San Francisco. levels, share prices railied. A Also discouraging was another batch of company profit mark-downs from leading securities round of minor gains was as much as the slim trading volume would support, however. and the Footsie returned to Selling of defence stocks, hit minus territory as London grew nervous ahead of the this week by planned cuts in the UK defence budget, died opening on Wall Street, which away yesterday, although there was little recovery in

was 15 Dow points off as the UK market closed. The FT-SE Index finished at 2,370.3, down 0.9 on the day. Seaq volume fell to 415.4m shares from the 436.8m of the previous session. The Seaq turnover, which includes both customer and inter-market trade, has been low this week but has proved an unconvinc-

ing guide to investment business. International Stock Exchange statistics showed that customer business jumped to £1.2bn on Tuesday, after returning to below the fibn figure at the end of last week.

The announcement that Suchard shares are to be suspended prompted speculation that a massive shake-up in the European food business may be under way, perhaps by a move against Suchard from the US. But sharp gains in Cad-bury-Schweppes and in United Biscuits were viewed with suspicion by market dealers, who said some of the buying was for the new trading account which opens next week.

FINANCIAL TIMES STOCK INDICES Juno June June June June Yeer 21 20 19 18 15 / 90 High Since Compilate High Los Government Secs 74 13 (30/4) 127.4 49.18 (9/1/35) (3/1/75) 88 30 86 36 88 48 88.26 95.89 92 91 83 80 105 4 50.53 (30/4) (28/11/47) (3/1/76) 1925.9 1809.3 1968 J 1653 6 2008.6 49.4 Gold Minos 169.6 172.3 170.7 167.9 193.2 167 9 734.7 43 5 (15/6) (15/2/83) (26/10/71) FT-SE 100 Shere 2370.3 2371.2 2389.7 2370.5 2392.3 2180.0 2103 4 2463,7 986 9 (30/4) (3/1/90) (23 i) 2463.7 Ord. Div. Yield Date to Gove Sees 15, 10°26, Fir. a Ordinary 1/7/35, Gold mines 12/3 ... Earning Yld %(full) P/E Rauo(Net)(&) Ordinary 1/7/35 Gold mines 12-FT-SE 100 31 12/63 4 No 11/20 10.69 11.33 10.68 11.35 10.58 11.45 10 39 11 60 10.69 11.32 10.68 SEAG Bargns 4.45pm Equity Turnover(Emit Equity Bargainst Shares Traded (mi)t 24,941 1228.07 27,030 488.0 24,314 28,233 677 52 790,44 22,983 27,095 374,1 351,5 24,245 23,688 GILT EDGED ACTIVITY 28,438 525 6 indices. Aino 20 June 19 Gil! Ecgod Bargains Ordinary Share Index, Hourly changes Day's High 1911.6 Day's Low 1857 5 5 - Cay average 12 pm 1 pm 2 pm 3 pm 4 pm 1910.9 1911.3 1908.9 1906 0 1907.9 Open 9 am 10 am 1902.3 1898.1 "SE Activity 1974. fErcluding intra-market business & Overseas turnover FT-SE, Hourty changes Day's High 2377.1 Dav's Low 2360 9 London report and latest TRADING VOLUME IN MAJOR STOCKS

Volume Closing Day a

Wellcome out of favour

WELLCOME shares continued in dismal mood as analysts followed the recent downgrading by S.G. Warburg, the company's broker. Mr Ian White at Kleinwort Benson moved his forecast for the current year to \$345m from £870m in line with

Mr White noted that at a meeting in San Francisco, the venue for an annual Aids conference this week, Wellcome said that doses of Retrovir, the company's Aids treatment, could eventually be halved for

some patients.
Mr Steve Plag and Mr Jonathan de Pass at BZW said they disagreed that falling doses were a problem for Wellcome revenues. They said, instead, that Wellcome's weakness yesterday might have been a result in part of the sharp rise on the Japanese stock market of Daiichi Selyaku.

Daiichi has made a presentation in San Francisco on a drug which, it claims, kills the Aids virus, said Mr Plag. Retrovir does not kill the virus, but blocks its action. He believed that the Dalichi Seiyaku drug, DR3356, was unlikely to come to the market because it had only shown its afficacy in the test tube. "So far the vast majority of test tube drugs have fallen by the wayside."

Inspired by Suchard

Cadbury-Schweppes and United Biscuits rose sharply on stories circulating in Swiss stock exchanges that Mr Klaus Jacobs, majority shareholder in Jacobs Suchard, the coffse and chocolate group, was selling his controlling stake to Philip Morris, of the US.

After trading closed in Switzerland, the Zurich Stock

zerland, the Zurich Stock Exchange said that trading in Jacobs Suchard shares would be suspended from today pend-

ing an announcement.

Most London analysts said the improvement in Cadbury and UB was a knee-jerk resction. Mr Mark Duffy at S.G. Warburg said the shares would lose ground as the mar-ket got to grips with just how competitive the European con-fectionery market was. Other analysts echoed this assessment They said that Cadbury, being in direct competition with Philip Morris-Suchard, was the more vulnerable to a reversal of the share price rise. However, Mr David Lang at Henderson Crosthwaite said be resurgence of speculative buy-ing of Cadbury and UB. "It is hard to find a better fit than

Cadbury and Suchard, and the internationalisation of the industry will continue. Both stocks rose 17, Cadbury to 384p and UB to 374p. Turn-overs were unexceptional at 4.4m and 2.7m respectively.

Courtaulds wanted

Courtaulds prospered as the market began to recognise the increasing value of the group's growing packaging business in the wake of the Swedish bid for Reedpack. The multiples of the Reedpack deal, some 20 times historic earnings, provided fresh evidence of the high valuations now being placed on European paper and packaging businesses. Industry analysts think that the current rash of merger moves will continue. operators also bought stock of Courtaulds. This fol-lowed the decision by Du Pont, of the US, to pull out of the acrylic fibres market. Substantial rationalisation of the acry-lic industry worldwide has been on the cards but it had been on the cards but it had been expected to begin in Europe. Courtaulds shares traded quite actively and closed 4 up at 365p after touch-ing a high for the year of 372p.

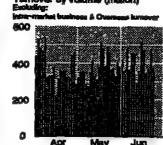
Broadwell fluctuate

A new shadow fell across the London property development sector yesterday, but lifted somewhat after the market took a closer look at the situation concerned. Broadwell Land demonstrated its vulnerability to adverse speculation, falling to 38p before rebound-ing to end only 4 lower on bal-ance at 50p; in January the shares stood at 225p following

a takeover approach. The latest rumours suggested payment might not be met on an accepted cartificate of practical completion on part-of the pre-sold second phase at the company's Plantation Wharf development. However, there appeared to be no new reason for these doubts, since only last Friday directors said payment on this part of the contract was expected soon. The buyer was believed to be a

private US concern. A more logical explanation for yesterday's early weakness in Broadwell was an attempt by a securities house to dispose of 50,000 shares. The market became nervous and "new-time" selling (stock sold for settlement on the July 16 Account Day) was aroused. However, the appearance of an

FY-A AU-Shure Index 1150 1100



reversal of the downturn, and the hurried closing of short positions opened earlier. The rout of defence-related stocks was halted after the

of Shell Transport against the oil sector was helted as news emerged that a court in Dela-wars, USA, had found against ed in excess of \$5bm. Th

stock. But one analyst said Shell had already set aside an amount of money to pay for

institutional buyer signalled a NEW HIGHS AND LOWS FOR 1990

NEW HIGHS (#4).
BRITISH FINIDS (5) AMERICANS (1)
BUILDINGS (4) STORES (1) ELECTRICALS
(16) ENGINEERING (5) FOCOS (6)
REDUSTRIALS (14) Bairs (Wm.), Berry
Wehmiller, Caparon Inds., Countaids.
Electopy, Harrisons & Crosseld, Hutch's
Whampoa, J. S. Pathology, Robertson,
Whanks & McEwan, Slobe, Talare, Torr
Marks & McEwan, Slobe, Talare, Torr
MANCE (1) TOGACCOS (1)

CAUGE (C) CAMADIANS (4) SHEWERS (5) SECTION (5) (7) SHEWERS (5) SECTION (5) (7) SHEWERS (5) SECTION (5) (7) SHEWERS (6) SECTION (6) SHEWERS (6) SHEWERS (6) SHEWERS (7) SHOTHERS (7) SHOTHE

any damages figure likely to arise from the court case. It was estimated that the damages would be no more than \$500m - and "there will be no big hit on Shell's earnings," said the analyst Shell closed a net 4 off at 460p, having been down to 456p at one point. Turnover expanded rapidly to 7.4m shares, well ahead of usual levels in the stock.

saw turnover improve to 2.7m. Crude oil prices picked up 30

cents to \$15.85 a barral for

August Brent after the shock news that Sheikh Ali Khalifa al

Sabah, Kuwait's oil minister

for the past 12 years, is moving

to Kuwait's Foreign Ministry.
Mr Philip Morgan at Laing
A Cruitatunk said Shakk All
"has been Opec's main proponent of a low price philosophy
since Sheikh Yamani was

sacked from Saudi Arabia's oil

BAA rose to its second new

high in successive days in light volume. The shares climbed 11 to 446p in spite of analysts say-

ing the run had gone too far and profits should be taken.

Analysts were baffled at Eurotunnel's fall of 52 to 483p. They said the news that the level of shareholder representation - 50 per cent of the voting states.

rights - required to hold the extraordinary general meeting to prepare the ground for a rights issue in the autumn had

not been obtained. One said this had been expected and suggested the fall was a result

ministerial position.

BP was again one of the mar-ket's most active stocks, the shares managing a minor gain at 326p after turnover of 7.1m. **Equity Shares Traded** British Gas could manage turnover of only 3m shares and settled a shade easier at 220%p. Ultramar dipped 4 to 333p after some determined selling which Turnover by volume (million)

mauling of the past two days. As selling pressure eased some issues attempted to regain ground, but most were able only to recover mere fractions of their losses, British Aerospace, down 40

over the two previous days, railied just 4 to 524p, while GEC, which experienced a fall of 20 during the same period, picked up a mere penny at 199%p. Smiths Industries recovered similarly to 244p. The recent outperformance

the Shell group of companies regarding the non-disclosure in 1935 of oil and gas reserves. That was when Shell Transport bought out the minority interest in Shell Oil, its US associate, in a deal then value of reserves not revealed was said to have totalled \$1bn. Specialists said there had been heavy selling of Shell yes-terday on fears that the group could be liable for damages relating to the deal, with a story that the group's liability was in the region of \$4bn said to have sparked the run on the

ries, ran into a bout of selling which left Royal Insurance 5 down at 508p. Guardian Royal lost 3 to 241p. Crest Nicholson, the Surrey-

based housebuilding group, held at 155p. The group is scheduled to announce interim figures next Wednesday. Fore-casts of the full year results were thought to have been shaded back and the new range was said to be between £12m to

BPB Industries rose 4 to 230p after late news of a £90m Spanish acquisition. The group is scheduled to reveal prelimi-nary figures on June 28. Nomura, the Japanese securities house, expects the group to achieve pre-tax profits of 2130m, against last year's 22023m. Despite the projected steep fall in profits, Nomura's Graham Foster forecasts a marginal increase in the divi-dend total to 11p net, compared

with 10.75p.
British Telecom recaptured the limelight in the telecoms/ electronics arena, the shares moving up atrongly by 5% to 300p on 15m turnover. STC staged a minor rally

after the steep fall that fol-lowed Wednesday's profits warning, the shares firming 5 to 244p on turnover of 3.5m. A sell note issued by BZW, which reduced its profits estimates for 1990-91 from £260m to £248m and for 1991-92 from £384m to £330m, unsettled Racal Telecom, which dipped 2 to 352p. BZW's telephone net-works team highlighted a sharp slowdown in the cellular radio business in April and

Burton was hurt by news that Investors Chronicle Hillier Parker monthly property indi-

British Telegam Burtesh Og Burton Cable & Wire Continued

GUS continued to suffer from the planned rise in postal charges. The "A" shares slipped another 19 to 1059p.

Mr Bill Currie, Hoare Govett's retailing analyst, raised his profit forecast for J. Sainsbury, which firmed 5 to 285p.

BTP, the chemical company, slipped 6 on news of a rights

slipped 6 on news of a rights offer and acquisition. The shares clawed their way back during the day and ended only a penny easier on balance at 178p. The issue is on the basis of one-for-four at 140p.
Harrisons & Crosfield cele-brated becoming a constituent

of the FT-SE 100-share index

cas, out today, showed that the capital value of retail property has fallen by 13.3 per cent over the year to May. The shares shed 5 to 155p.

GUS continued to suffer Takare moved 35 higher to revaluation of the company's properties, worth some 50p per share. Annual profits were lower at £2.3m, against £2.9m. 595p on the proposal to sub-divide the shares. Parkfield, however, plunged 157½ to 189p after the profits warning, Hillsdown firmed 2 to 280p

on good turnover of 9.3m shares. Hoare Govett said it placed 3.7m of the company's shares with an institution Davy Corporation suffered from a generally bad press on the annual results and lost 4 more to 230p, but Delta prog-ressed as bid speculation resur-faced and added 10 at 381p. United Industries rebounded 6 to 38p after a positive state-ment by the chairman and a

Leading properties turned distinctly dull from midday onwards and closed showing sizeable losses. Some smaller priced concerns also twitched nervously. The main casualty was Cabra Estates, which fell 8 to 30p. Hanover Druce came back 5 to 70p, while news of slightly lower full year profits brought Erostin back 5 to 120p. But Priest Marians pulled out of the recent weakness caused by the lack of bid developments to end 15 higher at 183p.

States Closing Days
(200's Price charge

 Other Market statistics. including the FT-Actuaries share index, Page 27

suggested the fall was a result			
of further consideration of the company's recent prediction of	LON	DON SHARE SERV	/ICE
its own projected returns. Bank shares were quietly			
mixed as the market absorbed the recent deluge of profits	BRITISH FUNDS	BRITISH FUNDS - Contd	AMERICANS — Contd
downgrades which culminated in big cuts instigated by Mor-	1999 Price - er Yield	3996 Price + ari Yishi	2990 Price + or Div Trid
gan Stanley, the US invest- ment bank. These were right	High Lave Stock E. L Jist. Red.	High Low Stock 2 - Lot. TRM.	21% 13% Decollars EnS125 18% EF-2 52.36 -4208
across the board in the sector, encompassing Abbey National,		Index-Linked	14 1-1 15 15 15 15 15 15 1
TSB, the Scottish banks, the		(b) (1) (2)	39 (31 % Colcute Falmoler 51 35 (4 5 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6
UK clearers and Standard Chartered.	"Sherts" (Lives up to Five Years)		7680 2100 Data General 6538 +14
Barclays remained the pick of the sector as bears contin-	98 4 97 (Trees. 10 to 1990 98 6 10.14 14.33 96 1 93 1 2.59 11.36 14.33	1164(1104 Tr. 2sc 92m97 8) 1063(21034 Do. 2**94 (102.9) 1063(21034 Do. 2**96 (102.9) 1154 (103.9) 1155 (103.9) 1154 (103.9) 1154 (103.9) 1154 (103.9) 1154 (103.9) 1154 (103.9) 1155 (103.9	200 200
ued to close their short posi- tions in the stock; at the close,	985 97 (Freas 11 to pc 1991 985 all 11.91 14.37 955 92 (Fueding 54 pc 87-91# 954 6.04 12.33 921 921 921 921 925	1094 1004 1004 1004 1006	29. 2111 Fluor Carp 621 oc 271 266 - 0 5 30.1 251 and Motor 51 260 - 1, 53 00 6 9 4112 94 Mars Enct 636 4012 + 1, 53 68 2 8
Barclays shares were margin-	9671 9447 (ress 10pc Cr 91 tr	123 1134 De 24pc 1978 8 1264 -4 4 06 4 25 1284 1174 De 25pc 1174 6 1254 -4 4 03 4 21	441p 30-lpt-Grant Non Corp SL 394p 30c 45 341 32-2-3 different S1 345 5 9cc 17
ally shead at 403p after turn- over of 1.5m. NatWest was	93 5 90 2 frees. 8pc 1992 93 5 1 2 99 101 2 99 101 3 97 11 frees 124 pc 1992ss 99 152 4 15 12 80 12.99 95 9 92 1 frees 10c 1992 95 1 4 2 10 46 12 99	1074 975 Do 296 16616. 126 4 4 5 77 4 11 1154 1054 Do 296 16616. 126 4 6 3 91 4 07 1194 1024 Do 296 2063 D 189 1 4 3 386 4 00 954 86 100 2 5 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	
pressurised by persistent wor- ries about its exposure to the	94 97 1 (res. 8gc 1990 981 1 1 1 1 1 2 1 1 2 1 1 1 1 1 2 1 1 1 1	95년) 86십Do 2년(K 24H97 7)) 92년(현 -년) 378 39년 Prospective real redemption rate on projected inflation of (1)	40 C 461 Non-constitute EE 1 1 4778 - 110
Donald Trump empire in the US, with the shares ending 2	10011 95 Exch 12 pc 92 98 +1 12 40 12.89 104 98 Exch 13 2 cc 1992 101 + 5 13 32 12.72	Prospective real redemption rate on projected inflation of 11 10% and (2) 5% (b) Figures in parentheses show RPI base for indexing, its 8 months prior to issue) and have been adjusted to	214 18 9 Processon most 4
easier at 33Sp. Midland settled	104 95 Exc 114 1 19 1 1972 101 1 + 1 13 32 12.72 9 1 2 56 1 1782 8 4 12 1973 985 1 + 1 9.88 12.37 96.7 905 1782 10 19932 94 1 + 1 10 5 12.37 10 19 1 2 5 1 2	indexing, its 8 months prior to issue) and have been adjusted to reflect rebasing of RPI to 100 to January 1987. Conversion lastor 3.945. RPI for October 1989, 117.5 and for May 1990: 126.2.	19 to 27 alingers oil - Gard 52 23 3 3 4 4 5 1 20 2 2 1 2 2 2 3 4 1 2 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
4 off at 298p on 1.1m shares. Royal Bank of Scotland outper-	8511 82Funding opt 1993; 8531 7.09 11.29 10719 993 [Feas 134 pt 1993; 1045] + 1 13.20 12.21		30 25c/timer \$ in registre 1
formed the sector, edging ahead 2 to 178p.	1113 102 / Tress 14 pr 1994b 10713 + 1 13 48 11 93 1072 99 (Erch 13 bg: 1994	INT. BANK AND 0'SEAS	23 id 16 [Alanar Hanover 51 28 47 52 28 48 16 16 17 17 18 18 18 18 18 18
Insurances, especially the composites which have	96.5 8834 Frances 100c Ln. 1994s 94 2 + 5 10.60 11 86 1041 96.5 Exch. 12-5 pc 1994s 101 2 + 3 12.31 12 01.67 17 82 1 2 10 10 10 10 10 10 10 10 10 10 10 10 10	100% 84 g Stricts Dv Bt 11 g 10 100 92 % - A 11 99 22 17 96 8 80 3	[40] 500 and 1000 500 1 500 all -1 -1 -1
improved recently on some rather spurious takeover sto-		914 76 & De 94 stin 2015	214 184 Park Corp
Tamer spurious taxeover sto-			14 12 12 Facturery 531
		CORPORATION LOANS	1456 155: Practice Air [124 - 1 124 -
 	Five to Fifteen Years 10344 9444 ress 120c 1995 100554+3 11.88	104 861; Sirmington 111; pc 2012 971; 12 43 12 50 901; 841; \$61.664; pc 1990-42 891; 7-4 12 90 1075; 951eets 131; pc 2005 1075; 951eets 131; pc 2005 1075; 951eets 131; pc 2006 1075; 951eets 131; pc 2007 991; 941; 10.56 pc 361; 9794 9794 11.54 9794 851; Manchester 11; pc 2007, 91; pd -1 12 57 12 70	32
parts and service, and takes	9611 88 1 Ext. 10 to 1995	93 20Literpool 3 pc (red	20
on the additional responsibilities of braking and	112H 101 Tress. 14pt '96 188 set + 12 9ct 11 98 42 32 10 12 11.72 10 12 11.72 10 12 11.72 10 12 11.72 10 12 11.72 11 11 11 11 11 11 11	94 85 2 Maachester 11 200 2007. 9117 2 -1 12 57 12 70	421 351 Tenneco 55 391 4 4 7 3 304 4 4 7 3 3 104 3 3 105 1 5 1 5 1 5 1 5 1 5 1 5 1 5 1 5 1 5
diesel parts and service in the newly-created role.	1107, 99 LEck 13 pc 1996ts 1053 +15 12.53 11.84 961 851 Comersion 10pc 1996 92.5 +15 10.85 11.75	COMMONWEST THE	37 1 334 1 1 2 2 2 5 2 5 2 5 2 5 1 3 1 2 2 7 2 7 2 7 2 7 2 7 2 7 2 7 2 7 2 7
	1124 983	COMMONWEALTH & AFRICAN LOANS	3080 269 Wuntab 369 294 nt Technologies 34 nt 42 51 60 - 2 8
■ Mr David Brown has been appointed head of settlement	121 106 1 Exch 15pc 1997 214 4 -3, 13 11 11.98 9513 83.1 Exch 94 pc 1998 90 4 nd -2, 10 79 11.70 11.70 17 nd 11.7	206 2065 Rbnd 23pc Non-Asrid 246 5 33 9 33	2514 1414 US West 22 1 1 23 4 53 76 410.3
division, BARCLAYS DE ZOETE WEDD GROUP, from	126 1100 1 1 1 2 1 1 2 1 2 1 2 1 2 1 2 2 1 2	COLUMN CO	22 17; is as Management 51 234 326 08 204 164 (whitehold 51 161 4 51 10 3 9 204 16; with consents 53; 1911 4 51.88 57
July 1 when Mr Peter Rendell	1975년 95년 120c 1998 6 95년 대 (12 60 11 73 95년 82년 Tress 95만 1999대 89년 - 3 10 64 11 48년 1992 94년 대한 12년 명 1999 10일반 - 3 11 75 11 77	LOANS	
	1034 944	}	
Trafalgar House	72.13 7831 Conversion 9tc 20001t. 85 7 - 10 401 11 33 11412 98 1 Fress, 13cc 2000 107 4 51 - 12.12 11 77 97 1 82 1 17 10 10 2001 11 17 1 10 17 1 11 1 10 17 1 11 1 10 17 1 1 1 1		
subsidiary posts	1144 88 1 fress 13oc 2000	Building Societies	
In the second of	984 855 Coversion 10st 2002 87 1 10 86 11 35 961 814 Tress 94 to 2002 89 53 + 1 10 86 11 36 91 12 7 64 [Each 90; 2002 8 95] + 1 10 86 11 96 91 12 7 64 [Each 90; 2002 8 9 5] + 1 10 59 11 36	109 994 Frate Anglis 33 nr. in 2021 103% -% 464 512 109 994 100 459 469 469 469	
	961 81 14 Tress 94 pc 2002 8953 + 1 10.86 11.35 90 81 14 Tress 94 pc 2002 8 953 + 1 10.86 11.96	407 777100,923946 24, . 1403940-7; 434 400	
	99.1 82 Iresa 10c 2003 91 (3. 10 90 11 24 106 2 90 2 Iresa 11 5g 2001 04 99 2 11 159 11 64	Public Soard and Ind.	A
	96% 92% [226.12c. 12c. 1399-02. 93% st. 12.53 12.37 12.59 12.59 12	50l 41Met, Wtr. 3pc 'B' . 50sl. 600l 473	CANADIANS
		PARTICU RALIRO O RATI O	2000 1316 46.641 Gold Corp 1316 25g 1915 pt4 Dobot Energy Energ 20g 125g 250g 48.mer Barrick Res 985g
		FOREIGN BONDS & RAILS 1990 Price + ar Dir * a Red.	256 106WArmento 120 1719 1224 Ba. Richardsol 1334 52 12 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7
		DUI SENSTERN / DE ASS	29일 1942년 1 - 14시 교 1324의 - 16.3
	Over Elfford Votes	50 50 Do 6pc 28 Stb Ass. 50 3 16 00	145 10WBrascans (10 -4 886 -44

Chairman of David



Following a management buy-in last January, Mr A.C. Pirth (pictured) has been appointed non-executive chairman of DAVID BROWN CORPORATION. He is chairman and chief executive of Concentric. Mr Anton C. Elsborg has been appointed group finance director. He joins from Lucas Aerospace where he is general manager.

electric actuators division.

Bradford. Mr Norman Boyd

becomes managing director of

David Brown Radicon. He joins

from Tinsley Wire Industries.

director, spring division. Major

where he was managing

APPOINTMENTS General Stephen R.A. Stopford has been appointed a director of David Brown Vehicle Transmission, which supplies systems for the Challenger

nain battle tank Mr Owen Rout has been made a non-executive director of S.I. GROUP. He joins from Barclays, where he was a main board director with responsibility for domestic banking in the UK, financial services, Barclaycard and Mercantile Credit. He remains chairman of Mercantile Credit and a non-executive director of Al Baraka International

B HILL SAMUEL BANK has appointed Mr Martin Brown as a director and head of the settlements operations. He joins from Kleinwort Benson.

THE HAMMERSON PROPERTY INVESTMENT AND DEVELOPMENT CORPORATION has appointed Mr H.R. Vogt as deputy managing director. He was

London offices director. Mr Peter Walker has been appointed an associate director of CHILTERN FINANCIAL SERVICES. He was previously European treasury and taxation manager at Young

Mr David Warren, acting general manager, has been promoted to managing director of BUSH BEACH, a Degussa company. He was sales and development manager, new

products, in the industrial and fine chemicals division of the parent company.

Mr Robert Boot has been promoted to chief executive of THE MDA GROUP. He was finance director, and succeeds Mr Michael Dwelly who remains a director. Ms Charlotte M. Blake, group company lawyer, has been appointed company secretary, and Mr Alastair Mitchall becomes financial controller

from July 1. Mr Steve MacQuarrie has been appointed projects director at R. & A. YOUNG MINING, largest subsidiary of Young Group, Durham.

Mr Trevor Lewis, joint senior partner of Hammond Suddards, has been appointed a director of BRADYORD & BINGLEY BUILDING

SOCIETY. m Mr Robert M. Muuro, an executive director of THE UNION DISCOUNT COMPANY OF LONDON, has been appointed group marketing director. He is succeeded as managing director of the Union Discount Lessing and Asset Finance Group by Mr John H. Bradley, formerly deputy

managing director. Mr Mike Littlejohm has been appointed director and general manager - parts and service at LUCAS AUTOMOTIVE's aftermarket division. He is director and general manager, electrical



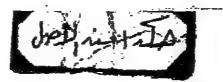
HOUSE TRAFALGAR CONSTRUCTION MANAGEMENT has appointed Mr Graham Rice (pictured) as managing director. He was assistant managing director and joined the group in 1971. Mr Jim Girdham is deputy managing director, and Mr Henry Carruthers and Mr Paul Gandy have been appointed associate directors.

145g 1098/ascan5
148b 87098/ascan5
171-125/ascan5
100 Can Papille;
377 100 0c 3gc Papille;
378 100 0c 3gc Papille;
379 100 0c 3gc Papille;
379 1486/ascan5 ascan5
100 355/ascan5 Corp 1100
1100 355/ascan5 Corp 1100
1121g 682(WECN Bay Mines.)
1131g 682(WECN Bay Mines.)
1131g 682(WECN Bay Mines.) **AMERICANS** 510p. 355pp/Dertan indr 1
124 662rp/Ecto Say Mines.
518 333 124 662rp/Ecto Say Mines.
52 333 124 640p/Gandair (selbs inc.)
53 4 141 p. 680/Ganes Inc. 1
54 141 p. 1 141: BankAmerica S1 & 21 & 21 & Bankers N Y S1 & 21 & Bankers N Y S1 & 25 & Bell Atlantic S1 308: ISouth Corp 91: Wishtherm Steet S8... 906: 128 A 137: Bowater Inc. 7 & Brunswick 75c.... 35 & LPC Intril 25c 595: ICC Intril 25c

LONDON	SHARE	SERVICE
LUNDUR	JUNUE	SELLIAIO

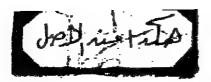
 Latest Share Prices are evaluable on FT Gilyline To obtain your free Share Code Booklet ring the FT Cityline help deak on 071-925-2128

BANKS, HP & LEASING	BUILDING, TIMBER, ROADS -		
1980 I I I I I I I I I I I I I I I I I I I		ELECTRICALS - Contd ENGINEERING - Contd	INDUSTRIALS (Miscel.)—Contd INDUSTRIALS (Miscel.)—Contd.
1970 1970	A. S.	The content of the	The control of the
183 336/86 & EA. 132 134 1	Claber Little Or 8) c. c. 2000, rel 231 1.0 1.	ENGINEERING 19 19 19 19 19 19 19 1	1



Syd, Fit WES

. . 55

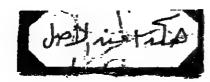


FINANCIAL TIMES FRIDAY JUNE 22 1990	LONDON SHARE SERVICE	Latest Share Prices are available on FT Cliviline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 071-925-2128
MOTORS, AIRCRAFT TRADES - PROPERTY-Contd		MINES Could
Table 1 Land Blo 3 (mark High Later Stock m. + ar Dis 1794	INVESTMENT TRUST - Contd	1998 Shark Price Shark
Stack Price - Met Cyrl Ce's pg 13 Stakes Price - Met Cyrl Ce's pg 14 Stakes Price - Met Cyrl Ce's pg Price - Met Cyrl Ce's pg 14 Stakes Price - Met	Stark Prize Stark Prize Stark Prize Stark Stark Prize Stark Stark Stark Prize Stark Star	127] 84 Premier Lone. Sp. 9 91 -3 91
181 74 acceptor. 180 4.5 2.7 3.3 15.0 25.7 4.7 10.2 2.7 4.7 15.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 4.7 10.2 2.7 10.2 2.7 4.7 10.2 2	197 155	16.3 126/eWoods lee A50c
232 1972 May 7 168 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	206 142Freinfelling Japan L. v 172	130 100
PAPER, PRINTING, 128 7/eZarith 679. 59 v	222 204 Ferring Japanez. 244 0.79 0.4 284.013.6 59 40th 4 See th 2 Pi Fig. 45 3.0 4 1 2 Pi Fi Fig. 45 3.0 4 1 2 Pi Fi Fig. 45 3.0 4 1 2 Pi Fi Fi Fig. 47 3.0 4 1 2 Pi Fi Fi Fig. 47 3.0 4 1 2 Pi Fi Fi Fig. 47 3.0 4 1 2 Pi Fi Fi Fig. 47 3.0 4 1 2 Pi Fi Fi Fig. 47 3.0 4 1 2 Pi Fi Fi Fig. 47 3 Pi Fi Fi Fi Fig. 47 3 Pi Fi Fi Fi Fig. 47 3 Pi Fi	160 120Moran 10p 136 1.0 1.0 55 33WPL Group 10s y 39 32 72 1 9 2 74 1850 1325Wilkamen CL 1350 25 0 1.4 25 89 56Macm May Left 1pt 55 y 151 50 33 3 7 10 3 89 56Macm May Left 1pt 55 y 151 50 32 37 10 3 80 56Macm May Left 1pt 55 y 151 y 1
Shara Selection So.	123 146 17 126 1.5	Total Rami 189 399 390 390 391 392 393 398 398 398 398 399 399
100 151 Coloria & Finder (ds. y 273 128 137 138 137 138 137 138 137 138 137 138 13	27	Stimulation Review for investment. For West Rand 1338 lyvoer 25c. 122 b 578 Beriefs R
201 146 146 147 148 147 148 147 148 147 148	27 180 to Warrants 19 14.25 3.6 185.8 15.9 15.9 15.0 18.0 17.6 18.0 17.6 18.0	134 C15 Western Deep R2 234 Q222 Cover rishing to previous dividend or forecast where the direction of shares not now ranking for displaying the providence of the providence
15 15 15 15 15 15 15 15	10.0 1.0	13 (1900 Lividend and yield each of a preferred cover learning to seed on preliminary figure is 5 (1900 Lividend and yield each of a preferred cover related on preferred cover related
State Stat	234 209 0. 8	221 Foold & Base 12 to 9 w 221 w 322 state of 1 state o
93 438ngb-Part Gr. 359 49 49 50 3.013.6 2.7 (44.) 2534, 254.7 (57.) 25 4 5.1 (56.) 25 4 5.2 (54.) 25 5 6 6 6 6 5 5 1 1 2 5 6 6 6 6 5 5 1 1 2 5 6 6 6 6 5 5 1 2 6 6 6 6 5 5 1 2 6 6 6 6 5 5 1 2 6 6 6 6 5 5 1 2 6 6 6 6 6 5 5 1 2 6 6 6 6 6 5 5 1 2 6 6 6 6 6 5 5 1 2 6 6 6 6 6 6 5 6 6 6 6 6 6 6 6 6 6 6 6	27 229(0) Section for 10pp 28 295 295 295 295 295 295 295 295 295 295	Australians
120 194 23 100 24 25 26 27 27 28 27 28 27 28 27 28 28	73 498atcon in Tst	14.8 Strict BSR 5 Smk1 Brecham A 38 38 39 39 39 39 39 39
104 49 106 2013 194	49 4900 Zero Dir 7	119 1909 Milk Highs 50c 186 1 1 1 1 1 1 1 1 1
204 102E- 104 11 14 14 14 14 14 14 14 14 14 14 14 14	55411104100 Zero DIV PTT 11 A49 1177 7 478 447 Friedrick Dix 2 458 - (1 12 1 12 7 12 18 1	1- Sharpor Mining 1- Sha

			MANAGED F	UNDS SERVICE		Current Unit Trust Prizes are asky with Unit Trust Dude Bookset ring the h	_
UTHORISED INIT TRUSTS	Brigoro Simpley Co. Ltd Control. Brown Simpley Co. Ltd Control. Annual Species 4 (175 117 to 125 to 142 1 - 42 1	EFM Unit Yet Magra Ltd - Could.	Job Core. But time a vice. Corp. Price Price. Price - Gra- ilebal Aspet Namagement (1280)F 29 Sening Varyament (12 20 Lower Erec Lamborsett - 271-89)9990	Lieves St. Unit Tot Hight Ltd -Contd. Midlan	The Cons. But Street and Address of the Const. But	Providince Capital Fd Mari 11d - Carlid	Scotters Associate UT Tal More Life (19) **Scotters Associate UT Tal More Life (19) **Scotters Associate UT Tal More Life (19) **Scotters Communicate UT Tal
lind Cover. Bis (filtre - av Flets) Charge Potte Potes Potes - Co.	Security Co. Acc. 61245 7 245 7 261 71-1421 -		2012 - 12 ST W ST W 601 45 250	The control of the	per militar service per per management de la companya del companya de la companya de la companya del companya de la companya de la companya de la companya de la companya del companya	The design of the control of the con	Type to the control of the control o
Start Pt. Commercial 0345 717373	15 St Bereign Sureri London (CDA 733 - 07) -247 4542 Emergray Gotto - 5 % 60 64 60 64 64 25 % 00 (EDE) (Accom United - 5 % 62 66 62 68 66 57 60 20) 3 50	To Average 6/17/65 19/28 34 34 (4.16) 11/2 For Enterprise 6/17/65 19/28 34 34 (4.16) 11/2 For Enterprise 6/12/4 12/50 13/4 0/4 4/9 06	Manager State N. S.	The factor is a second of the control of the contro		1. 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	The factors of the first of the factors of the fact
Picrot 183 6	Feligentup Tu 54, (2.10 & 387 & 57.95 & 55.31 22 december 175 & 57.51 25 decem	The first of the control of the cont	megi: Cipinal Vant Myork I. II (1990) nghiton Myor, 4 Euris Brew Law (1903) 11-178 779 Prev (1943) Tool (Cort Gen Styles II (1961) Into ope 97 98 Property Sel (1943) 3-318 97 30-422-5 8 Santi Cort Sel (44 8) 45 57 37 35-623-178 8 Santi Cort Sel (44 8) 45 57 37 35-623-178	COLORDON	proof the first tell the first tell tell tell tell tell tell tell te	Among reducting 1, 2003 of 12	1 · 1 · 1 · 1 · 1 · 1 · 1 · 1 · 1 · 1 ·
servei se (173 64 175 64 178 81 14 27 75 1 Errege 14 19 19 19 19 19 18 29 15 15 10 00 6 Growth 10 48 27 19 97 15 15 10 00 14 15 Ferrese 145 06 64 14 14 16 52 16 25 16 16 10 10 10 10 10 10 10 10 10 10 10 10 10 1	Smaller Co	Enderrance Fined Management Ltd (8905)F in at Narreton Garber, Ludiu SVF-400 67: 373-761; in Sphratzeff S105 in 1473 156 bit -10,38; in Engritable Unit Frant Managers Ltd (1400)F Warton S. Ayduber Bechn #22170F 029-621450 pt	Tentario Silia 938 773 736 00 mp control 512 00 12 00 17 11 CM 517 00 12 00 17 11 CM 517 00 17 10 CM 517 00 CM 517 10 CM 517 1		gregor in the property of the control of the contro	Provident Matual Unit Yet Mars Life (040518)	· 建基础的设施 · "是 27 23 25 24 4 25 20 20 20 20 20 20 20 20 20 20 20 20 20
89 54 99 54 106 4 -0 5 0 00	Burrage Unit Tst Mangert Ltd (09651F 117 Freshert St. Ludon ECHS 51. 071 4807216 Sent Oxford in 14154 78 56.76 57 stellardis are CLF Feater Wardtweste UT Maryt (11061F 18764 Mary Vard Logico 821192 071407966 CF Simple St. 47 40 51 523 436 00 CLF Stellardis 54 47 40 51 101-4210 00 CLF Stellardis 54 47 40 47 40 51 101-4210 00 CLF Stellardis 54 47 40 47 40 51 101-4210 00 CLF Stellardis 54 47 40 47 40 51 101-4210 00 CLF Stellardis 54 47 40 47 40 51 101-4210 00 CLF Stellardis 54 47 40 47 40 51 101-4210 00	Walton St. Aphabor - Bach 1872 Top 1724 Top 1725	County Suppose (Address Suppose (Ed.) 45 remotive that Tel Magnet Life (MSS) (Francis County	The state of the s	mild Trade Caption in and 25 22 ft 24 (5 of 11 5 44)	Properties Mathematical Table 18 C1430M	Excition Life Servertments (1.2007) 1919 Active to Life Servertments (1.2007) 1919 Active to Life 1919 1919 Active to 1919 1919 1919 1919 1919 1919 1919 191
Geoth 1301 100 10 225 2 - 0 7 3 15 of 47 o 7 47 o 7 2 5 0 6 1 0 7 1 4 0 6 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	CCI Series From 76 55 40 PZ 50 2 53 31 40 42 00 CCI Unit Trush Lbi C1480 P 74 50 50 50 50 50 50 50 50 50 50 50 50 50	region in the second of the second	resham Unit Tet Mages (1900)F Surviver 18 Seminar 150 (197 - 1723) Zuche Surviver 18 Seminar 150 (197 - 1723) Zuche Surviver 18 Seminar 150 (197 - 1723) Zuche Surviver 18 Seminar 150 (197 - 1723) Surviver 18 Seminar 18 Se		THE SHOP SHAPE OF THE SHAPE	Production Mathematical Tests Los (1638) (1994)	130 X Anthon & Smillion at 2000.
	Theorem 57/10070 0000 33 13166611 00 CIBC Unit 751 Managers pic (12000) Course for Leures Levy Les 517 201, 007 234 000 Course for Leures Levy Les 517 201, 207 234 000 COUNTRY LEVY LEVY LEVY COURS LEVY 234 000 00 CIS Unit Managers Let (1000)		# 122 5 124 1 124	### ### ##############################	The state of the s	The special primary of the second of the sec	Working Tourist 5 to 100 ft 5 77 16 875 10 10 10 10 10 10 10 10 10 10 10 10 10
Management Ltd (1200H Forms Associated Sp. 101 0000 83880 Griech Sc (33 37 32 49 34 68] 2.28 5 4 33 37 32 49 34 68] 2.28 5 4 6 94 59 72 98 90 -440 00 forms 34 67 82 87 62 93 75 -0 20 13 9 forms 34 67 82 87 62 93 75 -0 20 13 9 forms 34 17 13 77 13 77 13 76 3 3 -2 4 1 22 forms 34 18 18 18 19 19 10 -0 3 4 51 forms 34 18 25 6 35 5 3 -0 4 6 1 -1 4 3 0 0 forms 34 64 19 64 33 69 11 4 7 10 0 0 0 forms 34 64 19 64 33 69 11 4 7 10 0 0 0 forms 34 64 19 64 33 69 11 6 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	CAS COURT MANAGETS LINE (LAUGEDP SAN CAS COURT MANAGETS LINE (LAUGEDP SAN CAS	Columbia	######################################	Compared Ground \$863.50 663.50 667.50 70 70 70 70 70 70 70	America (16) 11 the Prince in America (16) of the America (16) of	The second secon	Alberty State St. 17 CT ST. 17 LT ST
mit Truct Managers Ltd (1100)F	125 High Matters Lundon 1:T19 6:77 677-532 148 CS America 512 11 6:71 6:77 6:77 6:78 11 6:51 6:51 6:51 6:51 6:51 6:51 6:51 6	General Varies Managers Ltd (1406)F 21 Carretral Varies Series (71 195 0.392 4144 74 of to 1 as a 5.91 424 2512 0.994 4114 14 of to 1 as a 5.91 424 2512 0.994 4114 0	Parties Estimates Land. 1974-1980-11-538-1068 http://doi.org/10.50/10.50/10.538-10.679 proposity 5,755-9-363-64-791-37-40-79-79-79-79-79-79-79-79-79-79-79-79-79-	Same and the second sec	60 (1986) 10 (1986) 1973 1985 1986 1986 (1986)	Property Life Unit Treats Life (1400)# 15 Company Standard VITAF B1735-5485 the distance 5 1156 5 125 64 7 124 64 5 25 0 5 25 0 5 25 0 5 25 0 5 25	A Martine by Territory and All States and All State
3 10A 2 10M 3 114 1 42 49 09 110A 2 110A 3 10A 3 10A 40 08 10A	Map & Petrey Rev. New Emily 200 1977 1922 De Ger Derry Ber New Emily 200 1977 1922 De Ger Access 1978 198 198 198 198 De Ger Access 198 198 198 198 198 De Hogare Brit 198 198 198 198 198 De Hogare Brit 198 198 198 198 De Hogare Brit 198 198 198 198 De Hogare Brit 198 198 198 De Hogare Brit 198 198 198 De Hogare Brit 198 198 De Hogare Brit 198 198 De Hogare Brit 198 De Hogare	FS Investment Managers Ltd (1200)# 100 theat George St Closure American Cali Ins. 100 theat George St Closure 100	remar enalge 6,132 2 134 3 147 1 7 2 76 accepts 5,105 6 15 7 132 6 7 2 76 accepts 5,105 6 15 7 132 6 7 2 76 accepts 5,105 6 15 7 132 6 7 2 76 accepts 5,105 6 15 7 137 6 7 2 7 2 7 2 7 2 7 2 7 2 7 2 7 2 7 2	Agriculture	The second secon	- March 2014 - 1915 - 1	A C. Britan and C. Constanting a series and S. C.
Parti Manager Ltd (1004) 631-633003 Income 6153 47 51 68 57 32 6 70 Eroses 8 153 47 51 68 57 32 5 70 6 46-55 46 73 -47 7 1 136 6 46-56 46 46 44 49 22 7 1 136 6 46-36 46 42 49 22 7 1 136 6 46-36 46 42 49 22 7 1 136 6 46-36 46 42 49 23 7 1 136 6 46-36 46 48 48 48 48 48 48 48 48 48 48 48 48 48	01.402 9876. Braken 0800 282421	75 (data Bandolist of 21 40 27 (data 25 44) 4 27 (data 25 44) 4 25	Firston Section Legion EC26 27 27 427 427 337 4 677 337 4 67	SELT AND THE SELECT THE STATE OF SELECTION O	THE RESULTS SEED SEED SEED SEED SEED SEED SEED SE	Rock Ampt Mount (Unit Treet) L56 (0905)F Park Yong Hours Servic Servic Performance Treet, 25 W17 Version Service Treet, Servic Performance Treet, 25 W17 Version Service Treet, 25 W17 Version Service Treet, 25 W17 Version Service Treet, 25 W17 Version Service Treet, 25 W17 Ver	### ### \$ 4.27 0.12 400 at 15 0.15 0.15 0.15 0.15 0.15 0.15 0.15 0
mit TSE MIPSETE LIN (1400)F mits Rd. Bristol BSS10X 0272237993 h 652.9453185657 1.50 acome 4 314.17 4694.483.7 500	Europains 32 13 24 14 27 14 28 16 26 17 26 18 26 27 27 27 28 27 28 27 28 27 28 27 28 27 28 27 28 27 28 27 28 27 28 27 28 28 28 28 28 28 28 28 28 28 28 28 28	Ferritan 667 and 2 and 1 section 687 and 687 a	17 - 17 - 17 - 17 - 17 - 17 - 17 - 17 -	### 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	ACAMO Sulad DS 12 CS 84 43 200 205 2	M. M. Ruthachild Fund Mount (1000)F Softman in Land L. Durent C. 200,500 Softman in Land L. 200,500 Softman in Land	Andready April 1959 164 27 175 2 175
Periods 0 52 98 94 10 56 66 1 50 0 1	Supprise 4 Gen H 5 82 de 10 17 88 48 40 61 Las Auszert Berth H 5 10 64 76 7 40 27 68 14 46 Europea Incil 5 10 64 76 76 77 72 74 62 65 14 46 Europea Incil 5 10 64 76 76 77 77 77 78 78 62 65 78 12 78 62 65 78 12 78 62 65 78 12 78 62 61 78 78 12 78 12 78	Principle Investigate Saves Lin (1200) F. (130, Territoria) P.1 Tost-cier TR12 902 B. Calline Princip Ciercis 0506 414151 B. D. Saves Papario, 1000 44201 B. (130, 140, 140, 140, 140, 140, 140, 140, 14	Table Service 1,22 1,22 1,36 1,31 1,32	Personal Transport of the State	204 54 100 5 100 5 14 310 201 70 14 14 15 15 15 15 15 15 15 15 15 15 15 15 15	**Common Sections** All 15 30 CO 201 Sec 51 - 1 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	Straight & Friedlander UY Mgred Life There Care Bermand Life TC And All Evanues Selection of Selection South & Williamson Unit Tel Mgre Selection of Ann. Selection of Ann.
Incia, 14221 4241 4331 4331 433233 molar 544 70 43 5 42 25 6082 50 molar 544 70 43 6 LL 49,05 4 082 50 Friday 5 56 44 58,08 6; 79 6002 10 Friday 5 55 44 58,00 6; 79 6002 10 mit Trusts Ltd (1600)F	Guerrars H. 1215 2215 2215 2215 2215 2215 2215 221	Amerišarišas St. (200 kg. 200 kg. 200 kb. 07 m. 115 mm p. Cash Orn 127 m. 101 mm p. 115 mm p. 11	produce General Fund Mgrs. Ltd. (1000)F min. 5 Raphes 90 Morem Genness: Exer series (277.22730) Leutem (277.22730) county frame. \$172.57.72.27.16.49.27.27.26.46.29. (Accord 1) \$17.97.72.77.77.21.46.29.	Michigan Control Siza Control Control Siza Control Con	### Total tay White Fact Voter 10 ### Cares Unit Text Mees Lid (1988) ### Cares Unit Text Mees I'd #### Cares Unit Text Mees I'd ####################################	\$ 100 100 100 100 100 100 100 100 100 10	5 d. or denominal 50 m 1 m 2 m 4m 155 m 15 m 15 m 15 m 15 m 15 m 15
eg 2-12 Pentamilha Paud, Cannan, NJ 97577 603000 Joneth 51040 1040 21412 4040 000 Jamesh 51040 1040 21140 0000 14215 221 242 242 242 243 1040 00 1522 242 252 252 253 1160 00 1522 252 252 253 253 1160 00 1522 252 252 253 1160 00 1522 252 252 253 1160 00 1522 252 253 153 153 153 153 153 153 153 153 153 1	Mode	Gitt & Fac Lin 0 25 04 25 044 25 24 14 09 1 14 Gitted Convertible 54 21 06 21 084 25 55 5 5 8 Grand 6 inc. 54 112 12 12 12 14 14 14 14 15 15 15	The 5 Revision Re Huten Emmand Energy (18 Energy 19 19 19 19 19 19 19 19 19 19 19 19 19		94 1799 1797 1874 405 407 1000 to 18.5 41.5 41.5 41.5 41.5 41.5 41.5 41.5 41	See 3	Severales Unit Tot Mages Ltd (200) Severales Unit Tot Mages Ltd (200) 12 the struct Rd Searnings Co. 27 10 t
19 197 06 97 06 97 06 17 20 18 18 18 18 18 18 18 18 18 18 18 18 18	P.O. Bas 252 7 Developing St. Lancas ECC 4/2003 97 Carlo Obids 97 Carlo Obids 107 Carlo Obids 108 Carlo	Southbacker . 54 33 06 33 06 35 23 4 05 0 00 14	9 (***2.00***) 79 58 79 58 46 69 (**) 78 49 51 57 48 40 51 57 48 40 51 57 48 40 51 57 48 40 51 57 51 57 58 58 58 58 58 58 58 58 58 58 58 58 58	Nurse American	the 56 100 3 100 3# 110 C -C 217 61	######################################	## E-Part 54 M 27 Ad 70m 21 SW ## 15 Ad 25 Ad 25 Ad 26 ## 15 Ad 25 Ad 25 ## 15 Ad 25 Ad 25 ## 15 Ad 25 Ad 25 ## 15 Ad 25 Ad 25 Ad 25 ## 15 Ad 25 Ad 25 Ad 25 Ad 25 ## 15 Ad 25 Ad 25 Ad 25 Ad 25 ## 15 Ad 25 Ad 25 Ad 25 Ad 25 ## 15 Ad 25 Ad 25 Ad 25 Ad 25 ## 15 Ad 25 Ad 25 Ad 25 Ad 25 ## 15 Ad 25 Ad 25 Ad 25 Ad 25 ## 15 Ad 25 Ad 25 Ad 25 Ad 25 ## 15 Ad 25 Ad 25 Ad 25 Ad 25 ## 15 Ad 25
1048 1048 1154 - 0 80 00 114 9 114 0 114 0 114 0 104 0 114 114 0 114 0 114 0 114 0 - 2 60 00 114 1 114 0 114 0 114 0 - 2 60 00 115 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Each & Commercial 34, 546 646 54.37 at 8.3 36; -14.68 ft. Manager 34, 417.2 428.5 348.5 7.0.35 7.35 ft. Manager 34, 417.2 428.5 448.7 7.0.35 7.35 ft. Manager 34, 427.2 428.5 448.7 7.0.35 7.35 7.35 ft. Manager 34, 428.7 36.3 37.3 38.3 38.3 38.3 38.3 38.3 38.3 38	American . 51 122 2 122 4 130 51 4 140 50 16	The Committee of the Co	Environment	Ne St, Gillion 22 273. 2345 (1974) 5 5 65 95 16 14 70 66 42 4 14 Brune 5 57 79 57 79 60 47	Maraged \$4,000 at 10,000 th Reyes Life Fd Magent Lid (10,001H FD Lit 74 Personance FPC Gd F at 713 40,00415 General in 0131 20000 Little 5147 517 51 517 51 40,200 BT	26 Call to Gath April 1919 41 BT 184 APRIL 192 APRIL 192 APRIL 193
5015 226 220 7 511 5 215 329 220 7 10 11 5 226 220 220 230 9-0 7561 5 30 5 50 7 80 37 80 30 9-0 9361 5 30 6 7 80 37 80 35 40 60 50 5 106 6 106 6 112 9 40 16 15	United 19 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		France Interest	Navigo Heri Trust Managers Ltd (1400F 193: Sessich St. Londre ECM 702 001 276-0010 Relater General	COMPANY - \$1.00 DE COMPANY - \$21-61212-81	Pasi e Bre - 5 50-47 94.41 95.1 Coll 9 67 1991 for the pasi of the	Transport for the second secon
by \$1872.6 672.6 434.51-114.36 less Inv Magnet Serve Ltd (1200)H vr Sured, London ECSM 2NV (71-538.7344 m 56.1 16.62.37 46.08-6.145.00 m 56.2 16.62.2 70.25 415.2 00 m 56.2 66.48 16.43 16.40.8 38	Maja Celle . 34 20 pt 20 pt 20 pt 21 pt 21 pt 21 pt 22 pt	31 Sut Street, London 8421 67 81 670 439 437 9242 16	pa Saccount (Freeb), commer & Gredia — 54, 1250 51; 224 51, e223 547 4 847 5.39 zoom Mirrical — 54, 860 37 660 786407, 657 457 539, 67 ph loccount — 54, 1275 64 275 64 75 651 4 6, 55 475 14, 1275 64 775 64 775 64 725 65 74 6, 55 475 14, 1275 64 775 64 775 64 725 64 65 64 65 727 28 control Carlo (Bio) 54, 124 69 144 69 157 364 4055 144	Court Line 54 (25.5 19.3 192 9-1058 ds W Com- Comuni Line 54 (25.5 19.3 192 9-1058 ds W Com- Comuni Line 54 (15.5 19.3 19.3 19.3 19.5 1) that lacone 54 (15.5 19.3 19.3 19.3 19.5 1) Run Tradenjia 54, 10.5 19.5 24 (15.6 1) Run Committe 54, 10.5 19.5 24 (15.6 1)	68 - 3/32/77 75 04 77 PRIO 27 27 27 28 28 28 28 28 28 28 28 28 28 28 28 28	Cot Empression Services of the PS ACT	49 Charletty Sc. (1980-1997) Alternative Control (1980-1980) Oberhal (1991-1980) Charletty Control (1980-1980) Charletty Charletty Control (1980-1980) Control (1980-1980) Alternative Control (1980-1980) Alternative Control (1980-1980) Alternative Control (1980-1980)
refax 56/150 bit 52.00 bit 55.22-66 bit 50 mitter Unit Tots PLC (1400)F are Conver, Services, Str. 181, 14	Carrente Fertidate 3 97 CJ 97 33 83 67 -01412 62 6 arms Fertidate 3 50 25 50 38 33 67 -0472 00 forces Fertidate 3 77 59 77 14 77 10 -015156 150 160 170 170 170 170 170 170 170 170 170 17	Aprilia PO Star 2001 Supervised Easts Child Left Sanstrian 2277 2277 De Dominia 2277 20,1000 of European Start S	red events: 5-1 46 45 45 46 46 47 45 1-12 11 10 to total the Corp. 5-1 17 62 47 42 17 24 4 1-2 21 4 6 4 4 1 4 1 4 1 4 1 4 1 4 1 4 1 4 1	For East 55 119 119 127 0 0 100 10 his Site Foreign 5 119 119 119 127 0 0 10 10 10 10 10 10 10 10 10 10 10 10	0709 372222 0-mmg 0709 M7730 9	Popul Ser No. Currence COI 1884 - DOD 79402 39 America Service 5-19 No. Coi N	James 100
201 - 201 - 113 - 145 - 16 201 - 201 - 154 - 155 - 16	Chase Manhritan Fend Nigs Ltd (1600) Learnivid No. Daron St. Lanco W1 077-726 7753 Chilm Sericks 5134 by 34 of 37 224-88h 37 CIGNA Unit Tel Managery Ltd (1700) Trucks St. Lendon ECV SAR 077-775-377 Learne Servic 55 19 99 99 39 98 k2 19 88 12	Of hand bestime: 3 2 8 8 75 PF 90 25 4 515 Hz 10 Hz	Tropolar St., 1911, 35, 397, 35, 406, 407, 40, 392, 22 recent integers 54, 518, 63.0 dis CC - 02, 513.3 reg Scand Com. 54, 133.5 133.5 146, 22 4-2216, 31 reg Scand Com. 54, 133.5 133.5 146, 22 4-2216, 31 reg Scand Com. 54, 127, 107, 107, 107, 107, 102, 102, 103, 103, 103, 103, 103, 103, 103, 103	Ha tau Film 53 111 a 114 119 3 0 12 16 (Green to be Access 5) 114 a 114 1 12 a 0 11 16 (Green to be Access 5) 114 a 114 1 12 a 0 11 14 (Green to be Access 5) 114 11 11 11 11 11 11 11 11 11 11 11 11		Gri (Carriero S) 133 3 3 37 8 46 4 1 (P 5)	Angur ungs 51202 1 100 1 27 2 100 1
High Street 27 to	7972 Bern Yanc (Ba. 73), but da 1, 00 da 7, 73 mg of 071 CVV Intermedicated in 2-5 da 2012 2013 2013 2014 2014 2014 2014 2014 2014 2014 2014	Anne Swelt Legs 572 4 222 6 233 5 10 00 20 14 14 15 16 10 00 10 14 14 14 15 16 16 16 16 16 16 16 16 16 16 16 16 16	arte Sente Co	Marrio Corrie Unit Trusts (Ind (DP45)H Corrie de Marrio Corrie Unit Trusts (Ind (DP45)H Corrie de Marrio Dr. 7917 Bory (I) 220 420 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	Market 9 5 9 17 9 17 100 7 4 50 9 72 15 15 15 16 50 9 72 15 15 15 16 16 16 16 16 16 16 16 16 16 16 16 16	Securities 54 137 6 137 6 147 132 13 20 2016 G170 1 20	Son Attance Unit Tel Bingert Ltd. Son Attance Burning Burning Louis - 6578 0 578 1 A21 A Born America - 6172 0 578 1 A21 A Born America - 6172 0 578 1 1 1078 1 Born Burning - 6146 A5 A61 A71 A71 A71 A71 A71 A71 A71 A71 A71 A7
5 527 9 527 9 524 3 6 7 7 3 6 7 7 2 3 6 7 7 7 3 6 7 7 7 7 7 7 7 7 7 7 7 7 7	Citizany Unit Treat Managery Lbd (1890)F Agrilly S Raymin Rd Hessen, Brestweet, Lees Capatine (277 2270) Fave has Contested (177 11 77 11 41 15 - 1.10 De Adoma/Sergill (1813 12 41 12 41 11 11 11 11 11 11 11 11 11 11 11 11	Canal Saile Co	Gibt Co. F. 25 Ball 71 100 TLa 172 74 4 Ball 257 regress 7 25 Ball 72 100 TLa 172 74 4 Ball 257 regress 7 25 Ball 72 Ball 72 Ball 72 Ball 73 B	The American (d. 34), 37 21 37 31 37 42 37 42 1 38 5 5 6 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	# Care 3 h 200 h 419 4 437 7 3 66 60 man 9 34 135 5 139 1 199 1 7 200 man 9 34 135 5 139 1 199 1 7 200 man 9 34 142 5 145 0 153 4 40 36 00 36 36 36 36 36 36 36 36 36 36 36 36 36	Equity Installment (a 6 12 f 124 f 1	## man fetanting # 143 52 44 52 52 10. Large large ## 172 50 77 50 10. Large large ## 172 50 77 50 10. Large large ## 157 41 57 61 61 73 Son Lufe of Canada Unit Highs Life Large large ## 157 61 61 73 Large large ## 157 61 73 Large large large ## 157 61 73 Large large large ## 157 61 73 Large large large large ## 157 61 73 Large large large large large large
Cas 5 145 0 142 0 255 2 29 13 40 5 125 125 125 125 125 125 125 125 125 1	GEODIFFORMERS 97.34 97.34 61.00	1,000 1,00	II Surmed Unit Tal Mays (1200H) A Town Mathematic Road Crysten (61,460 CSS) A Town Mathematic Road Crysten (6	Nathanan Unit Trust Managers Ltd (1200)M Nature Anna 5 Styleigh Mr. Instan. Strustwood, Emer. (Scarce Committee Conf. 2017 22780) Strustwood Committee Conf. 2017 22780 Strustwood Committee Conf. 2017 22780 Strustwood Committee Conf. 2017 22780 Strustwood Committee C	100 100 100 100 100 100 100 100 100 100	Injury at the state 12	Antonican Growth 9: 20 to 20 th 75 to 20 th 10 th 20 th 10 th 20 th 10 t
et Unit Tat Mgari Ltd (1000)F of Paramone, EC: 671-428,9876 on the 91,140 1140 126.11 149 on 51,140 176.6 180.21 149 retyle: 51,344 374 41,162 ht Management (1400)F	City of Lendon Unit Tet Migra Ltd (2000)F Septem H. Commun. Lendon FCTV 688 (922 42)3 Gloria Rend 1913 (1835 1938) 1934 (1835 Clarical Medical Unit 1814 Migra Ltd (2280)M Narrow Plain Brisol 622 (JH 6000)77(197)	Uses Hotel 144 166 1 175.7 4200 00 GH Hankly Manner 127.2 122 124 6-0 05 % Hankly Manner 127.2 122 122 122 122 122 122 122 122 122 1	Lat v	Mary flower Management Co Last (1200) Mary flower Management Co Last (1200) Mary flower flowe	CHARLES ST. ECT. P. 3018 CHARLES ST. ECT. P. 3018 CHARLES ST. C. S. C.	Small Earn Seet of 3 54 25 54 004 54 04 0 07 1 00 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Administ Cong (77) about added Consumer (87) Blasser Pounhalis St. (2014) 95 95 95 99 99 99 99 99 99 99 99 99 99
Merchester MAG 3AM	Allon Mingli Corth		ment Constitle 9 to 185 1 185 2 185 2 2 2 0 0 0 to 185 2 185 2 2 0 0 0 to 185 2 185	Neglical Investments Ltd (L100)F With Next Yard Couler SET JAX	m Acc	PPT Memory Finding 3 5 80 90 60 80 66 47 47 25 12 80 997 Memory 5 1112 1123 1197 40 80 97 97 135 12 95 997 135 12 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Employment (at 2 - 5%) 647 72 648 72 77 977 12 12 12 12 12 12 12 12 12 12 12 12 12
	Secret Lawrence 2 2 2 2 2 3 2 3 3 4 3 4 2 2 3 4 3 4 3 4	29 Abroarde St. Caption 172 137.2 125 92 12012 12012 12014 12112 1	Sealer Cary . 615/32 34 22a 35 99 664 0500 or Franci Mineagers Ltd (1,200) F francis Sq. 254 (1,200) F francis Sq. 254 (1,200) F francis Sq. 254 (1,300) F francis Sq. 254 (1,	Approximation Grounds		PPT Case 1 1 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1	UK merzere der 20 der 22 de 27 2 de 27
	Sprint Sin		per homes \$03.19 LTV WALVER TO FIND 15 VT rest was \$176.00 t 76.00 tt 76.00	Aggree United	24, 33/99 Reprises, Norwich DEAD M22246 rest in the State S	Save & Pressur Group (890076) 28 Western Bit, Ramford Rall, 3LB Casillai Hu, 2. Festival Se, Edisburgh 283-950 (Phothero D780-Apple or (Edn. 281, 228-430) Any Inc. 6 Cent 3 h 53 Se . 53 Se . 56 VT 0.178 US Any Swit Cas 3 h 30 J . 73 J . 3 J . 41 e 2 h	Stephin Life Walt 192 Man Co Life II Adeva 5 Revelop Rand, Retian Breat and Chaudrin 6227 27720 Desire 1970 County Dec 5-1 3971 1 407 Mar allow County Dec 5-1 397 3 994 8 397 1 Firms for Dec 5-1 105 9 108 Mar 112 8 Firms for Dec 5-1 105 9 108 Mar 112 8
Cottle	1 Understaft, ECTP 300 CD American Clai. b 77, 49 71, 46 76,555-628; C70 CD Eave Eurl Penn F. J. 53,76 95,136 95, 513-621; C71 CD Earreyon Gib. 19 1,39 12,39 12,31 45,72 40 1910,26 CD Far East Gib. b 61,10 12, 46 127 41,511,14 CD Garmai	Dig Account	amy Trimb yra incarno	Section Sect	대표	Construction 5 1 1116 to 12 to 12 1 0 4 1 20 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	## heps fract but 44 97 97 92 191 5 181 bit takes Teach bit . 5194 97 97 97 191 5 151 5
Landon, ECAT 154 071-294-4210 - 317-1 177-2 107-5 4-07-230 - 50-11 0b.11 0f.12 - 510-1 10b.1 117-2 123 - 510-1 10b.1 117-2 123 - 510-6 00 06 04 113 117-2 - 510-6 00 06 04 113 117-2	C3 Glit & Fed int . 6 41.66 41.26 44 44 40.0501.41 D0 Account	Secretary Inc. Dist. 3 52.53 54.155 77.61 180.27 180 180 180 180 180 180 180 180 180 180	# Yadd	Column C	mer News _ 07.20 97.29 99.25 40.00 7.26 mer this _ 0.07.29 99.25 40.00 11.00 99.65 10.00 97.45 10.00 9	Swadpt Imanie: 24 114 b 114 b 114 b 121 5 1. Levent Hull: 3 b 10 4 60 44 E 2 b 14 6 p 0 1 Phancist Stat. 3 b 120 b 120 b 120 2 3 0 1 1 Phancist Stat. 3 b 120 b 120 b 120 2 3 0 1 1 Phancist Stat. 3 b 120 b 120 b 120 2 3 0 1 Phancist Stat. 3 b 120 2 3 0 1 1 2 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	The Bert Branch 6 70 54 71 54 76 1 1 56 Acquisit 6 76 59 77 59 121 54 1 1 54 1 1 54 1 1 1 1 1 1 1 1 1 1 1
No. 5 51 27 51 27 54 25 0 00 Common 56 42 64 27 64 27 0 00 Common 56 42 64 27 0 00 Common 56 42 64 27 0 00 Common 66 42 64 27 0 00 Common 66 42 64 27 0 00 Common 66 42 42 44 25 Common 66 42 42 42 44 25 Common 66 42 42 42 44 25 Common 66 42 42 42 42 42 42 42 42 42 42 42 42 42	CD Preside for Part — 64 all (%) are that \$2.01 \(\delta \) (\$\delta \) (\$\de	mod breists 34 350 351 31 31 31 31 31 31 31 31 31 31 31 31 31	# Smith Card ** 54 64.28 64.57 70 mpl-o mile 25 cm for ship 25 cm	10.00 10.0	# har 0.1 200 35 500 255 # 155 56 137.36 145 99	Teamer 54 116 5 114 5 121 9 00 27 miles 1864 5 121 121 1 121 1 125 0 00 27 11 17 17 17 17 17 17 17 17 17 17 17 17	Be Access 6 32 3 52 96 Access 6 22 7 7 29 77 7 7 7 7 7 7 7 7 7 7 7 7 7
rries 3 t 13 10 43 1 1 1 1 1 1 1 3 2 3 4 4 2 3 1 0 4 1 1 4 1 3 4 1	De Accourt	UK Cambrid Gert 3-1, 186, 89, 144, 90, 157, 101, 4862, 51, 54, 54, 54, 54, 54, 54, 54, 54, 54, 54	cast Using 5-5 162 8 162 8 177 4 -5 15 44 at of lar 756 5-5 28 5-6 28 5-6 29 177 4 -5 15 44 area Using 5-5 28 5-5 28 5-5 28 5-6 28 5-6 28	Arms being 1842 375 state and a second to the second to th	1000 1000	Semblus	TSB Parellie . 679 % 779 mageri al by Accom . 670 in 70 in 196 per 57 in 156 informational . 600 in 500 in 502 25 in 158 informational . 600 in 500 in 502 25 in 138 first Researce . 67 70 in 77 in 72 in 178 Steep Steep . 67 in 77
are 54, 98 27 30 37 44 74 32 33 37 37 38 37 38 37 38 37 38 37 38 38 38 38 38 38 38 38 38 38 38 38 38	De Accom 7	Formula (1998) 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	The state of the s	American Jungston Land Text Text Stages Link (19945)	ingsi 6 1805 1907 2026 6 5 31 27 60. 6 4879 6 46 32 84 9 10 14 46 5 4 69.55 69 46 51 17 4 16 17 17 17 17 18 18 17 48 18 31 18 18 18 18 18 18 18 18 18 18 18 18 18	off Canby 15 (2011 2011 2011 2014 0 0 15 15 15 15 15 15 15 15 15 15 15 15 15	Part System
3	Controdorration Founds Month Ltd (1200)F (200) Way Streenson, Horts St. 1201 6439 744640 Courts Found 1 37 02 37 76 42 32 485 5.6 Hypi Income 6 27 76 56 77 27 75 Jacob Streenson 6 27 31 27 35 77 36 05 91 31 0.5 Frogery Stores 6 27 31 27 35 27 35 91 0.5		Print Ca		Land Unit Tet Magnet (1600)F Level, Henger in Thanks: 0491 574088 and Sunt 354 554 55 55 57 20-1-1-0 1.03 Land Land Land Land Land Land Land Land	Contract Court, Deptement, Krull, Shi, Quid. Scalifred Privace (Coloris, DISO) 456-5-78 (Califred Str / Discretionary Minaspec (DISO) 456-623 (Califred Str / Discretionary M	Targist Mer, Guteringer Mt. Aphrobery, Shutts Abstact (32% 3940000 American Eaple 2) 78 No. 78 (524 64 17) American Eaple 3) 78 No. 78 (524 64 17) 3 h 50h 1955. 7 (625 186 186 186 186 186 186 186 186 186 186
Act. 34, 38, 57, 39, 57, 41, 56, 60, 61, 61, 61, 61, 61, 61, 61, 61, 61, 61	Casalina Turnini 151.3 92.0 92.0 92.0 92.0 192.0	New York Service Franchise SERVICE S	opens	Committee Acc	## DB 54 201 37 101 37 102 38 10 29 10 00 00 00 00 11 35 102 38 10 29 10 00 00 00 11 35 102 38 10 29 10 00 00 12 10 10 10 10 10 10 10 10 10 10 10 10 10	Schroder Lieft Trests Ltd (1,600)F 35 On Jywy, Louise FCZE 855 Teath Dig 201.406 9089 Braker Dag 871.406 9833 Coursel Entwine 871.382 3880 Ballin Pyros	Global Goos Int
100 100 100 100 100 100 100 100 100 100	Consistent Unit 1st May Co. List (1200) F. White Party A. Lange New St. List (1200) F. White Party A. Lange New St. List (120) F. 407, 396. Consistent UT	Error Internation	Emily 34167 62 66 94 73 231-6475327 B. C. Umit. Thi. Minguet. Libi (19965)F mointail Mrs. 5-805-85 55 CCA 20A 677-586,260 Account 31323 3004 307 22 1 Minguet. December 1 1983 308 308 307 21 1 Minguet. December 1 1985 100 100 100 100 100 100 100 100 100 10	High and Unit Trents List (1.2007 192 Sys Sheriffeld (1.3000 192 193 19	V No 14, 141, 16 50 42 31, 73 1-1511 40 c. E. Orew Lieft Minagement L.M. (1400) F V7 Samura, Landon ECZA 1/70 977, 428 1/70 Minagement 1, 100 2 100 2 100 1 124 Minagement 1, 100 2 100 2 100 1 124 Minagement 1, 100 2 100 2 100 1 124	American - No. 1	Ut Control 507 of 07 05 05 05 05 05 05 05 05 05 05 05 05 05
### 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Ignity noc June 15, 001023,4 1/23 6 1/404.64 M.32 Cerrolnii Unit Trusci Nicage; Ltd (1.00077 70 Ben 134, Sucheman, Kan BID 407, 081,464 59.12 IN Eganty Inc. 3557,00 57 86, 05,564.48 3 1 M. Eganty Acc. 3557,00 57 86, 05,564.48 3 1 International Inc. 5 67 34, 67 72 72 025-448 5 8	International Trans. 51, 27 th 27 th 25 th 25 th 26 th 26 th 27 th	Note Hart Yard SEZ: 973,407,590a or Edwards: 35-140 20 49 30 52 53-14 EC-0.00 or entition: Unit Tot Mongaret Lid (1400)01 Destroyance Cate, London SWTE 04,57 428 64.73 with Treat 51,873 0 873 0 874 647 674 681	Carrier (John) 6 99-25 96-25 100 ff 136 16-5mrts Carrier 6 99-25 96-25 100 ff 136 16-5mrts Carrier 6 99-25 96-25 100 ff 136 16-25 100 Friedman	Name 15 . 4 122 1 . 122 1 . 127 41 . 1 2.6 and Unit Trust Broggert Ltd (1400)F Park Sengman, Kong THI3 1AH 0752 745700 THI . 5-4,147 12 48 34 104 64-6 127 50 104 64-6 127	Secretar Marigo 3 14 384.48 79.17 6.2 397-47.59 12 6.2 597-47.59 12 6.2 597-47.59 12 6.2	Found Balancer Age . 6 22 45 126 92 127 29 50 60 127 10
meth 54 47.28 47.42 56.31 12 6.0 7 rd	Property Shifer	The state of the s	A Income	(Account United 6) 60 71 80,72 64,73 (40,71),74 Extra less	100000 1 2 7 5 2 7 6 7 3 6 6 7 7 8 7 8 7 8 7 8 7 8 7 8 7 8 7 8 7	Bit income — 16 67.22 67.23 67.21 61.01 10 10 10 10 10 10 10	Triarribill Unit Trent Managers List 28 St. Aders Sq. London ECIM 64E 977 Capital 953 66 53.49 57 CA Oceani 9547 37 4743 58 64 Thursdon Unit Managers List (1884 30 Carricul So. London Will The 977
Com	Prever Unit Text Services 1.06 (1.2001H) Town Home, Wuking (50.21 LW) - 0/85 71.5033 Services	September 1, 54, 42, 20, 42, 20, 45, 20, 44, 10, 16, 21, 20, 45, 20, 44, 10, 16, 21, 20, 45, 20, 44, 2	Card Unit Tet Mingrs List (1200)F MonTrick Lamba EC27 201	Geometrian Geo	mint	Chairm United 6 - 54 51 30 52 22 52 55 56 07 17 45 51 35 58 52 27 52 55 50 07 17 45 51 51 51 51 51 51 51 51 51 51 51 51 51	Dealing 071-44() 8945 Abertisan Opp. 557 R2 78 as 62 497 Morram United 559 90 60 58 64-51. Europetic Opps. 6775 73 73 78 11 00 Morram United 576 15 76,37 80,455 For Earter Opps. 7233 29 1254 149 649
5 270 231,2 240,9-230,4 7 7 7 7 7 7 7 7 7	on income. 12.2 36.1 10.2 10.2 10.2 10.2 10.2 10.2 10.2 10	Ingressiand boths 34, 100 % 00 79, 09.2214,232.236 [Conference of the Conference of	omfatt Jun 27. 9 (53 26 53 26 64 10 (6 (9) 16 16 (6 (9) 16 (6 (9) 16 (6 (9) 16	Section	Spr Need, Landon W12 BPC SC1-749 9111 ARE	155 Selection 54 51.65 52.65 56.01 6.30 56 Committee 54 51.65 52.65 56.01 6.30 56 Committee 54 51.65 52.65 56.01 6.30 56 Committee 54 57.65 77.75 77.75 77.75 Committee 54 77.65 77.77 77.75 77.75 Committee 54 77.65 77.77 77.75 77.75 Committee 54 77.65 77.75 77.75 77.75 Committee 54 77.75 77.75 77.75 77.75 Committee 57.75 77.75 77.75 77.75 Committee 57.75 77.75 77.75 Committee 57.75 77.75 Committee 57.75 77.75 Committee 57.75 77.75 Committee 57.75 Committee	Genden Opps
hat : 회원인 중앙 구 원인 이 문입 등	3 Charles of Survey, Landon SWIY 400 071-8598771. interpret Small Con 094429 1442 9 1474.33-2 2 - interpret Small Con 09423 6 1216 7 1291.0 148.7 1 W. Small Con 09231 6 1211 6 1280.0 142.7 1 W. Small Con 09231 6 1211 6 1280.0 142.7 1 W. Small Con	Index Child all Galt 0 119 1 119 3 119 3 40 5 5 40 Fin	miris (277 267) 00 00 00 00 00 00 00 00 00 00 00 00 00	GUIDE TO UNIT TRU	ST PRICING	Send Swith Cas V \$2 20.20 May V 20 077 6.40 0 00 October (Meta) V \$7 70 72 Act (20 21 140 150 10) October (Meta) V \$7 70 72 Act (20 21 140 150 10) October (Meta) V \$1 20 21 100 12 17 (Acc (20 21 150 150 150 150 150 150 150 150 150 15	Response 3 10 55 30 stell 2 17 1 October Units 5 11 10 15 10
1 Acc. 3 279 3 277 6 290 8 2 91 10 5 97 44 97 44 103 1 15 41 5 147 34 97 44 103 1 15 61 10 10 10 10 10 10 10 10 10 10 10 10 10 10 1	Pick Inc. June 8 3 126 1 125 142 2 15 38 No Access June 6 27 1 73 136 5 15 15 No Access June 6 27 1 73 15 15 15 No Access June 6 27 13 15 15 15 15 No Access June 6 27 15 15 15 15 15 No Access June 6 27 15 15 15 15 15 No Access June 6 27 15 15 15 15 15 No Access June 6 27 15 15 15 15 No Access June 6 27 15 15 15 No Access June 6 27 15 15 15 No Access June 6 27 15 15 No Access June 6 27 15 No Access June 6 27 15 15 No Access June 6 27 15 15 No Access June 6 27 15 No Access Jule 6	Theref between 0 100 1 100 4 100 4 10 4 10 4 10 4 10	MG-00. 6 34.35 54.374.39 55.664 78	The print at which early may be benefit. The article (CAMPELLATINE PRINCE) The extendance deceases the offer and bill prime is determine to properly appropriate a first first printing printing to the printing	A which mans may be said of by a formula hid down by the governments. If you had price is about the unit about row in the saids However the had many major. If you want to be about the said and one of the saids However the had not an another the saids.	Geometropino	Typer . Stran & Lands and water themselved . Strans : 153.51 MA SAN UNC HIVE AND . STRANS : 153.51 MA SAN UNC HIVE AND . STRANS : 154.52 MA SAN UNC HIVE AND . STRANS : 154.52 MA SAN UNC AND . STRANS
there 55 83.77 83.77 9711 7707 0 this 57 2040 2040 217 0 458 Stein 3-91 41.59 43.47 45.21 45.8 Stripley & Ce Ltd (1900)F month Rit Agrand Nin 0444 4172-21449	Demedia Unit Tat Mages Lab (1490)H 5. Raveistan Terrace Educate 231-315 25(8) Filia Carb. 5 167-3 188-4 280 440 712 45 From Gold 9 190 9 2079 5 0 30 24 From 5 755 6 755.5 376.3 9 0 1	Less Terre Balterent 5-62-59 64 79 67 77 7-622 - UK Charlotte	Service Sci. 25 at 27 at	THE Time shows alternable the final continger's request in the time of parties of the time of	which the east works dutte dusting prices pro- ception the instringed part type agent. The Samer, \$\phi\$ - 1481 to 1780 amon, \$\phi\$ - 1701 to	USS-ATTOMY	A WINDS KAN YORK LANDON SELLIES OF D
m m 1 11.43 14.3	Prestratement Found Manual List (1400)F White hart Vit London Bedger SEI 1221 077 407 5965 White hart Vit London Bedger SEI 1221 077 407 5965 an Protein Acce 5 100.05 80 58 7821-124.08 an Protein Acce 5 100.05 80 58 7821-124.08 benediat Unith Tat Manual List (1400)H 5. Ravelston Terrace, Federaria benediat Unith Tat Manual List (1400)H 5. Ravelston Terrace, Federaria benediat Unit 5 104 51 1	10		from question at the class of depline. The prices states are the la- te the correct devicting break departs of an interesting particular light.	r lands. This means that inventions can editate a land analysis before publication and may ask renalization or a control for a forward project the street of the street on a filled	Scientitus Unit Tot Miners List (1.2000) 72 Billion Street, ECA 200. Ground From July 3, 2, 44 Ground From July 3, 2, 44 Ground From July 3, 44 Ground Ground	Particle 2190 at 90 at 100 at Tunche Rememb Unit 1st March Ltd Microsoft Ltd
1013 013 1998 1995 6 1032 072 073 1996 9 172 073 073 129 149 150 1072 173 173 129 149 150 1072 173 177 149 150 1073 1073 129 149 150	Fig. 10 m 1 x maps; CM 1400m 255-605-50 mm; CM 2500m 25, 71 62 70 55 mm; CM 2500m 25, 71 62 70 55 mm; CM 2500m 25, 71 62 70 55 mm; CM 2500m 25, 71 62 70 70 70 70 70 70 70 70 70 70 70 70 70	Clearfylars Unit 1 1st Mages Lbs (87953)F 14 Onl Park Loss, Losson WYY 3.0 071-491 1397 Friest Ferdylle 2 275 2 275 2 307 7 227 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	Desired (1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1	The factor of states that prings are set, on a forward banks on the above of the specialists or said being carried out. The prings and other death over carried out years for the printing special printing. Printing Age 2018 (ECPAIDS.) The mass record reviews and schools pertindent one in distributions of the FT (in the printing of the FT).	parting is the environmental the price of free of charge from fault messages. It frost information pages.	UK Esty for Jone 35, 44 43 44 43 47 67 67 62 56 46 50 50 50 50 50 50 50 50 50 50 50 50 50	Particular
*** *** *** *** *** *** *** *** *** **	27 July 37 July 38 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4		According 19 (1997) 1	The most recent review and achieve performers can be distalled little collection of the FT (in	from of charge from food minispers. At Trust Selectional pages.	The Research 1 2 1 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	This bediender for 15 to 25 to

٠,

4



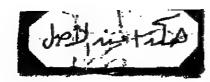
	20 20 20 20 20 20 20 20 20 20 20 20 20 2	FINANCIAL TIMES FRIDAY JUNE 22 1990		37
	4 :- La. 126	Tail Core. Bid Offer + or Yada Sid Offer + or	Mir tor Visit til Mir tor Vida	unit Trust Code Bookiet ring the FT Cityline halp desk on 071-925-2128
Section 1 1 1 1 1 1 1 1 1		The First Fore and Res 1995 The State of th		Current Unit Trust Prices are available on FT Cityline To obbain your free Unit Trust Code Booket ring the FT Cityline holp deat. Price 1995; 1231 Marchael Life, Code, 1975 1976 1

FINANCIAL TIMES FRIDAY JUNE 22 1990.

38 F1	MANAGED FUNDS SERVICE	Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 071-925-2128
	The content of the	GUERNSEY MEAN OVERSEAS CANADA SI BERNEY GUERNSEY MEAN OVERSEAS COMPANY MEAN OVERSEAS CANADA SI BERNEY GUERNSEY MEAN OVERSEAS COMPANY
Big 4 Section Service 150 151 152 15	Comparison Com	Color

JEX (1.1 5-0)

61



- \ .	Eld Offer or Yield Price - Yel	d let form	FI	MANAGED F	UNDS SERVIC	E • •	current Unit Trust Prices are available Unit Trust Code Booklet ring the FT	on FT Cityline. To obtain your tree Gityline help desk on 071-925-2128
y.	Standards Fund Mages Ltd Int 180.04 Strengthold Asset Magent (Generates) Ltd Int 180.04 Strengthold Asset Magent (Generates) Ltd Int 180.04 Strengthold Asset Magent (Generates) Ltd Int 180.05 Strengthold International (Generates) Ltd Int 180.05 Strengthold International (Generates) Ltd Int 180.05 Strengthold	Allied Irish Fund Managers - Contal, Bu Stefing Epohaton . C.1, 4161 Eco. 1 10097 Irish Gilts Fd	Continuer in the contin	Companies Creamy (Listellishmung) 10 9 32 Praint Churchyerd, Lindon, EC	The control of the co	Mors (Switzerland) Invest, Magt. SA Mors Author 194 (ASS) 75 400 — Mors Inter Inv 1st (187) 800 [145] — Interging Markets Management of Morsey Mark 11 — 519 [57] — 646 46 —	New Jove 15 \$ 10.02 Melaysia Growth Fund S12.44 Melaysia Select Fund Lid Melaysia Select Fund Lid Melaysian Smaller Co's Fd (Cayman) Ltd Melaysian Smaller Co's Fd (Cayman) Ltd Melaysian Smaller Co's S12.03 Melaysian Smaller Co's S12.03 Melaysian Size Jee 16 Melaysian Size J	Bud Offer or Yetd Price - Gress Warburg Inv Mingmit (Isle of Man) Ltd decrease 98-10 Treat (Size of Man) Ltd 100 July 10
	U.S. Tressery Securities Fund the Series Fun	Sterine Both Daily 105 mg me. Call 10 JD 20	West distance for the managers of the property	### Priors Steeping to Trendag of such week chronider Interpreparational Selection Found ####################################	Manteura Braggas Global Fund Manteura Braggas Global Fund MAY S10 23 4-0 0.1 - 1 Resource, Graveth Fund SA MAY 1 715.403 425 - 5 Manteura Production Full Resource Manteura Bragas Full Resource Manteura	Substitute Sub	MRIGID LID De 1992 MRIGID LID De 1992 MRIGID LID De 1992 MRIGID PACHOLID CI MRIGID	Wardley Investment Services Ltd Wardley Investment Services Ltd Wardley Investment Services Ltd Wardley S. Act Val. 511116 13 83 -0 11 0 90 Japanew Wardley S. 10 10 85 - 1 0 10 10 10 10 10 10 10 10 10 10 10 10
	Just Come. Blid Offer or Viete Cong. Free Price	10 225 40 005 105	Althey Global Investment Famil 41 Are de la Gare, 1-1411, incrementary 14 Are de la Gare, 1-1411, incrementary 150 and Get for for 151 07 150 and Get for for 151 07 150 and Get for 151 07 150 and 150 and 150 a	regard Hat, St. Peter Peri, Generatory 0411 252-81 I Wardwide Strainer Frant in American 5 1 780 1 780 1 780 1 480 1 regard - 5 1 780 1 780 1 780 1 480 1 regard - 5 1 780 1 780 1 780 1 1 regard - 5 1 780 1 780 1 780 1 regard - 5 1 780 1 780 1 780 1 regard - 5 1 780 1 780 1 780 1 regard - 5 1 780 1 780 1 780 1 regard - 5 1 780 1 780 1 780 1 regard - 5 1 780 1 780 1 780 1 regard - 5 1 780 1 780 1 780 1 regard - 5 1 780 1 780 1 780 1 regard - 5 1	Martinia Profesicial Global Partfolia Administrative Colorado Colo	Serious Assets 5137 95 144 85 - 6 97 9 802 17814 17 18 18 18 18 19 19 10 10 10 10 10 10 10 10 10 10 10 10 10	Global Egissis Statics	Trust Funds Cry: Notice Call in Co. AF Money Management Co. Ltd Fore Street. London ECCY 540 O'1-580 1815 Fore Street. London ECCY 540 O'1-580 1815 Fore Street London ECCY 540 O'1-580 1815 AF Money Management Ltd Arkhole Kan van Lapadon SCLR 388, 571-2345 Alkhole Kan van Lapadon SCLR 388, 571-2345 AF Money Management Ltd Alkhole Kan van Lapadon SCLR 388, 571-2345 AF Money Management Ltd Alkhole Kan van Lapadon SCLR 388, 571-2345 AF Money Management Ltd Alkhole Kan van Lapadon SCLR 388, 571-2345 AF Money Management Ltd AF Money Management Ltd AF Money Management Ltd AF MONEY MANAGEMENT AF MON
		12.00 1.200 0.001 0.400 0.001 0.400 0.001 0.400 0.40	A Rec Lean Tayle 1—25-25 Lun (REam Patterbord Intil Undhelin Panel Investi Fanek Inve	Primary Salvedon Tro. Sap.200 otra (and Fri	Research Arthur Free Years Storage -0.02 -	Applied Science. SSI 25 40 10 8 27 ASSAN Fig 121 . SS9 59 40 10 8 27 AUA Fidici . SI5 46 40 09 - 40 10 8 27 AUA Sterington 5 13 53 40 05 - 40	special Securities 5.09 3.2 sign facilities and the fig 5.18 78 sign facilities and the figure of 5.18 78 sign facilities and 1990 that saw March Star Fund Managers (Cayman) 1.1d or 8.08 facilities and 1992 the figure fluid flui	Subject Hart 1 and London Eth Max O71-236 London O71-236
	Equity & Law Inti Found Mingrs Ltd Wictory Hise, Principal Hill, December 1988 19824 77877	Fidelity International (CD) Lini Sterling America 17.30 188.70 \$ Sond Food 55.12 \$ 5.40 \$ 5.51 \$ 5.40 \$ 5.51 \$ 5.40 \$ 5.51 \$ 5.40 \$ 6.50	Spoiler Rend	A Lanty Solice	Target International Ltd Investments	Noma Fat uf. Se 70 -0.30	Asset For Lierman DM Lo 11 0 14 0 15 0 16 0 15 0 16 0 15 0 16 0 15 0 16 0 16 0 0 0 0 0 0 16 0 0 0 0 0 0 0 0 0	First Hamb LLS
]	SLE OF MAN (REGULATED)(**) When Price - Greek ALC Departments (Table) Line ALC Departments (T	test Revert Exercises 50 9 0.95ast 7.8 0 10 55ast 10 10 10 55ast 10 10 10 55ast 10 10 10 55ast 10 10 55ast 10 10 55ast 10 55as	Gentility Incame	In Business Emily Food Ifolia Jane 15. 319.02 - Interest of Inter	Class A-2.5. \$10.07 - Grant Class A-2.5. \$10.07 - Grant Class A-2.5. \$10.07 - Grant Class A-2.5. \$10.00 - Gr	Visamance Futuris Liu-Scr I MAN May 31 (1899.94 2 Chrymney Hadge Futuris 2 Interpret 3 Interpr	pecalist (provet) Fd	Digner S. ETAP [58] 073-10750 [13-27] 071-000-000-000-000 [13-20] 071-000-000-000-000 [13-20] 071-000-000-000-000-000-000-000-000-000-
) 00	erting Destruit. 107.20 40.03 - a Descrit. 1499.20 40.03 - 0.06 - annyed Currings. 100.19 1.06.49 - 0.49 - arptition't Femal Managers (IoM) 106.49 - 0.49 - 106.49 -	Formation Related Into 15 \$11 og	100 100	ini Corth MAV S11.0s S.A. If Asset Maringment Class; S.A. Claims Hebrinous Frank S10.0s S20.0s Cont. Eprity ORCO.09 60.02 State Eprity C11.0s C22.0s State Eprity C11.0s C22.0s State Eprity C31.0s C32.0s S40.0s C40.0s C40.0s S51.0s C40.0s C40.0s S60.0s C40.0s S60.0	Unites Finaganitial Services SA Lex Discovering Bank Let Discovering Ban	trans Fund Hanapers Informational List his Strategy Portrigite mer Portloile 109 1234 mer Portloile 1125 - 001 234 anced Portlaile 1125 anced Portlaile 1125 eFand Long 15. 512-201 - 00 29 poin Mits Mars 11 512-	arinter Bend Fund SA No. 1945 Partingse Investment Fund Ltd. Av June 14 Partingse Investment Fund Ltd. Av June 14 Partingse Investment Fund Ltd. Partingse Investment Fund Ltd. Partingse Investment Fund Ltd. Partings Investment Fund Ltd. Partings Investment Fund Ltd. Partings Investment Investment Investment International Advisors Sale Formy Hills Sci. Partings Investment Investment Investment International Advisors Sale Formy Hills Sci. Partings Investment Investment Investment International Advisors Sale Formy Hills Sci. Partings Investment Investment Investment International Advisors Sale Investment Sale Investment International Internati	SECHMAR'S Bank PLC Previour Account Remain Store W P 340. 10 50 -10 000 13 50 10 50
	plus Goverté Managuernent (1040) Lies	Minangement Integrated Innat (Jerrany) Line and Coll 2 is an	agle Star Inti-Global Asser's Fond 1 Sta 101, Osopia, Joli K Epsity A Am Egsity B Am Egsity	Section Sect	Worth Rain February Sect Most Landau Call & Section 13:198 20:001 -0.001 & Section 10:00 Worth Case 15:15 Wheth Case 15:15	Comment Comm	colar Cord. Inc Tit. \$15 06 Hill standard Ford. \$15 06 Hill standard Ford. \$16 402 15.1841 -25 standard Ford. \$16 402 15.1841 -25 standard test English \$1.05 -2.11 -25 \$2.15 instructions. \$1.25 -1.05 -2.11 -2.11 stringthild Asset blancapament (CD) -2.11 \$1.15 -2.11	# Antern Square Emphantis EM2 (2P) 031 556-82/5 A
	reget for 25 113.77m 177	Capital Deposit	Combined Equip	brick Informational match between the commercial de Prances III Commercial de Prances III Commercial de Prances Serb Cos Com 8. East 5 19	OF THER OFFSHORE FUNOS	Partite Sept. 90 90 90 90 90 90 90 90	Secretary 1975 1975 1975 1975 1975 1975 1975 1975	
	Compa Price Price Price Compa Price Compa Price Compa Price Compa Price Compa Price Company Co	Secti Assis for June 14 130 76	rockman Rosere _ 000 5006 5006 65E	rips May 30 Ms. micro (27 24 55 5 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Gette Malaysian Erewith Fé Cayenand Ltd (et Fill Vere III 1997) 4024 Giel Nature Malaysian Erewith Fé Cayenand Ltd (et Fill Vere III 1997) 4024 Giel Nature Gardini Busel Feet (1997) 4024 Giel Nature Gardini Busel Feet (1997) 4024 Giel Gardini	CEU Biandidi. ST 23.10.00	State Stat	Pris & Ca
	Series S	D-Mort Cube Class. DM60.3720 District Guider Class. Japanese Yen Cam. Morthegathe Unit Tst. Minger. (Japanese Yen Cam. Morthegathe Unit Tst. Minger. (Japanese Light People Ser7) Japanese Yen Cam. Japanese Yen Yen Cam. Japanese Yen Yen Yen Yen Yen Yen Yen Yen Yen Ye	25 Alley Schrifter L-2230 Leconiums 071-251579 et 010-522 42222 mitistant furricum F mid auscer Fertifolio	Dregon Found State Dregon Management St. 2.25 Dregon Management Management St. 2.25 Dregon Management Mana	US Double Reserve May 16-22 0 000000 G 50 % on 1 treat Passaccines Ltd 13:00 18 19 19 19 19 19 19 19 19 19 19 19 19 19	tion Investment Partners Lid de Asian Polici \$15 to 1.1 to 71 - 5c sermann Ridden NV Corracae 1 love 15. \$310 od 3 - 5c Santusel Investment Envices Initi (z) Santusel Investment Envices Initi (z) sent fluid \$5714 ab 15.00 - 0.07 - 5c oct (For Local) \$5716.2 364 - 0.04 - 0.04 (For Local) \$22 1.0 \$44 - 0.04 - 0.04 (For Local) \$22 1.0 \$44 - 0.04 (For Local) \$23 1.0 \$44 - 0.04 (For Local) \$25 1.0 \$44 - 0	imitar Berminda Fundh mitar Futers F4 Sa 20 1 92) 1 Ki mitar Futers F4 Sa 20 1 92) 1 Ki mitar Futers F4 Sa 20 1 92) 1 Ki mitar Futers F4 Sa 20 1 92 Mitar Samed Carves F4 Sa 20 00 Mitar Samed Carves F4 Sa 20 00 Mitar Samed Carves F4 Sa 20 00 Mitar Same Futer Samed (Carves Man) Lide Mitar Same Futer Samed (Carves Man) Lide Mitar Same Futer Samed (Carves Man) Lide Mitar Same Futer Samed Carves F4 Sa 20 Mitar Samed Carves F4 Sa 20	Ingland Pic 19 Servet Manches of Mile Add 19 Servet Mile
1	Section Sect	Notice 1.4 State 1.5	Statistics of the state of the	Hry land law short (Lawrenthouse) SA Section Sin 10 10 10 10 10 10 10 1	## Comparison of the Compariso	Japan Capital Secured Treet here 20	Building Building Building Building	White Hart Yard London SEJ 1982 0771-738-1425 or Megri-Acc. 113 75 10 731 14 895-242n bizzule plic High Interest Chease Acc 113 75 10 75 9 25 12 33 ventry 03-21 999 10 75 9 25 12 33 ventry 03-21 999 11 07 9 50 12 57 ventry 03-21 999 11 07 10 00 13 33 ventry 03-21 999 11 07 10 00 13 33 ventry 03-21 999 11 07 10 00 13 33 ventry 03-21 999 11 07 10 00 13 33 ventry 03-21 999 11 07 10 00 13 00 00 00 00 00 00 00 00 00 00 00 00 00
,	a Outsett Fel. 3 - 500 d	Description	## 11.02 1.03 1.04 1.05	Citic Asset Management (GD er Start	Internation	my Promy Trictal	inte Generale Merchant Bank plc com Marches Fricton J. 1998.21 M. & Color Marches Fricton J. 1998.21 M. & Chilc Amet Management Inc Clorestitete: 105.40 Color Fricton J. 105.40	G/KJelawart Bersan 6 fee Vroans Be Celembra 0245 256256 4 (2 500+ 12 35 10 3351 14 47 Date 2 Sertield 0742 556 0742 5565 in Chalet 12 18 9.50 13.27 074
9	The state of the s	Scimitar Warldwide Monay Fand Lts String 19 (19 630 - 19 600 19 6 19 6 19 6 19 6 19 6 19 6 19	The Port folio	Laruer \$11.00 11.70 8 8 8 8 8 8 8 8 8	reage Suggester Post Management Lin are some Annual Proc. 151.77 2.75.01 In the process Continue of th	many 74	alloc James U 1990 10 501 - 30 alloc James U 1990 10 501 - 30 alloc James U 1990 155 10 10R value 155 10 10R value 155 10 10R value 155 10 10R value 155 10R val	hity Ra Altriceans, Carbier Sci. 428-9611 A. 61 0004 14-123 11 021 15-51 14m 11 Bank of Sectional pic Premiusers Acc Andrews & Enforcement Page 72 031-26-26-50 004 004 004 13-76 10-96 15-14-1 007 004-13-76 10-75 1 Arc 1007 004-13-76 10-75 1 Arc 1007 004-13-76 10-75 1 Arc 1007 004-13-76 10-96 14-71 007 004-13-76 10-96 12-56 13-76 10-97 004-13-76 10-
A CONTRACTOR	Access Tree 5 18 19 19 19 19 18 19 18 19 18 19 18 19 18 18 19 18 19 18 19 18 19 18 19 19 18 19	250,00 252,02 26,03 26 (m) 250,00 251,00 25	Continued Cont	dissements Attantiques SA me II. S31,97 P.2791 10.3 grainful Frant-SECAV S40.95 L 10.3 grainful Frant-SECAV S40.95 L 10.3 grainful Frant-SECAV S40.95 L 10.3 grainful Frant-SECAV S40.3 0.19 December SecAV S40.3 0.19 December S40.12 0.12 December S40.12 December S40.12 0.12 December S40.12 December S40.12 0.12 December S40.12 Dece	deers 1990 Trick PAF Janus 23 West 3, PEL 03 18594. 78 WORDSHIP TO THE STAN JOHN DE STAN JOHN DESCRIPTION OF THE STAN JOHN DESCRIPT	James	10 10 10 10 10 10 10 10	all & Co Ltd Princes Victor LS: Bristel 0272.744720 d Acc. 1375 10 771 14 93 0rr 1100.000- 1370 10 92 15 22 Crr Pins Acc. 15 39 10 93 14 95 0rr bins Acc. 15 39 10 93 14 95 0rr bins Schreder Wagg & Co Ltd 207.1825 10 90 11
	10 10 10 10 10 10 10 10	int Bond. 198 Trust Funds (CD) 198 Trust F	rgan Greathil UT Migra/Duntsche Bunit McK. resentative for HM. Listenburg 1971, 42th 1925. Review 1971, 42th 1984 20	Internation	Second Front (NAV June 18 West 25, 567 (1855) 5 61 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	mi 1 Data 3307 20 1.10 3.0 9.1 77.5 mi 1 Data 37.6 1.0 3.0 1.0 3.0 mi 1 Data 37.6 1.0 3.0 1.0 mi 1 Data 37.6 1.0 3.0 1.0 mi 1 Data 37.6 1.0 3.0 mi 1 Data 37.6	100 totals	5-23 adds. 13.55 11.13 15.45 for D-44 999 11.455 11.13 11.45 for D-44 999 11.45 11.14 for D-44 999 11.45 for
J	month Share 3/93 11 93 11 96 14/93 11 14 8 14/93 11 14 91 114 94 97/93 37/1149 97	1992 Fd	na Japanese	Lat Res Pringer C. SLL 26 - Fin Long the Head through the speciment	THE PARTY OF THE P	rger Arbitrage \$20 90 21 95	softs Jule 20 325 95 28 30 0 0 0 Julion ond 528 64 30 10 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	sted Swith no perfer reter to U.S. notifies at Welsen's for all barries prepared. Prices of spreading other certains other certains of the perfect to Capital Spain 131 on Databallan free of UK Larry perfects correction or plans a Steder premium insusance a Origine confidence air research excepts appeal's committation at citys price 95 Garriers regions at Supplement 4 of the perfect person at the 2 to stabilities of 150 appeals and all the colors are all the stables bodies at reterior desired and sould be a feel column access abraballism the colors are all the stables bodies at reterior desired and perfect the service of the colors and the stables of the colors and the colo

CBOT

2-YEAR T-NOTE FUTURES

OPENING JUNE 22, 1990

2-Year T-Note futures complete the CBOT's coverage of the Treasury yield curve.

To receive literature. contact the CBOT: 312-435-3558 ext. 225 Fax: 312-341-3027

Chicago Board of Trade

11 GPOSVENOR GARDENS LONDON SWIW 080 Tel 071-828 7233 AFBD member

June 2384/2394 -4 July 2899/2911 -8 Sept. 2347/2357 -4 Sept. 2917/2929 -8

5pm Prices. Change from previous 9pm close

JOTTER PAD

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Money follows high yields

STERLING and the Australian dollar were firmer yesterday with investors continuing to favour high yielding curren-cies. The Japanese yen remained easier on concern at the rate of monetary growth, while the other major currencies were broadly steady.

Throughout the week the US dollar, ven and D-Mark have been locked in narrow ranges and this has boosted interest in high rate currencies. "Investors have been parking for points," said Mr Robin Marshall, chief economist at Chase Investment Bank. "They've put their short-term funds in high yielding currencies, particularly sterling and the Australian do<u>ll</u>ar."

Also supporting sterling was continuing speculation about the timing of its full entry into the European Monetary Sys-tem. A speech on Wednesday evening by Mr John Major, the Chancellor, on proposals for European economic and mone-tary union had little impact on sterling. Mr Steven Hannah, head of research at NatWest Capital Markets, said: "These were long-term proposals and were met with indifference by the currency markets. But sterling remains supported by the belief that it will become a full EMS member within the next few months."

¢	IN	NEW	YORK

June 21	Litet	Previous Close
(Spot 1 month 3 months 12 months	1.7235-1.7245 d 92-0.91pm 2.71-2.69pm 9.16-9.09pm	1.7215 · 1.7225 0.95-0.94pm 2.77 · 2.75pm 9.23-9 16pm
Spot 1.7235-1.7245 1.7215-1.7225 1.7215-1.725 1.7215-1.725 1.7215-1.725 1.7215-1.725 1.7215-1.725 1.72		
STE	ELING II	NDEX
	(here)	21 Demice

1.00 loon L.00 2.00 3.00	pm pm	47.0 40.4 40.4 40.4 40.4	90.8 90.7 90.7 90.7 90.8 90.8
00 E	M	90.9 90.9 90.9	90.7 90.7 90.8
	am	90,4	90.7

CURRENCY RATES

June 21	Bank rate %	Special* Orawing Rights	European r Currency Unit
Sterling U.S. Dollar Canadian 5 Austrian Sch Betglan Franc Danish krone Danish krone Danish krone Danish krone Danish krone French Franc Liallan Lira Japanese Yes Spanish Pesata Specials Krone Spanish Pesata Specials Krone Special Krone Specials Krone Specials Krone Specials Krone Specials	190 - 190 -	0 765684 1 31736 1 34447 1 55514 43 3962 4 3962 2 48716 2 42925 1 421.55 202.742 2 196.406 2 18.406 2 18.4329 0 6 82329	0 712552 1 22666 1 44071 14.5077 42.3197 7 833714 2 06201 2 311937 6 92510 1511.86 189 825 7 92251 126.922 7.4562 7.4562 7.4562 7.4562 2011.663 2011.663

CURRENCY MOVEMENTS

June 21	Bank of England Index	Morgae ^{ae} Guardety Changes %
Sterling U S Dollar U S Dollar Casephin Dollar Austrian Schilling Berlgian Franc Danish Krose Danish Krose Deutsche Marir Sterling Serine Franc Gailder Franca Lira Yest	91.0 67.5 109.5 109.3 110.4 118.0 114.4 114.1 104.2 101.1	10884-17888 1084-17888 1124-1888 1138-1488 1488-1488
Morgan Guarant; 1982 - 100, Bank of 1985 - 1001**Rates are	England loder	

OTHER CURRENCIES						
June 21	E.	5				
Argentina .	8591 25 - 8628 25 2 1860 - 2 1880	4990.00 - 5016.00 1.2700 - 1.2710				
Australia Brazii	94,7100 - 94,7825	55.0000 - 55 6000				
Finland Greece	6 8010 - 6.8145 280.85 - 285 35	3.9550 - 3 9580 162.95 - 145,65				
Hong Kong Iran	13.3925 - 13 4060 120 50°	70.10				
Kowa (Stri)	0.5030 - 0.5045	723.30 - 718.90 0.200 - 0.200				
Litrembourg Malaysid	59 45 - 59 55 4.6590 - 4.6710	34 45 - 34 55 2 7100 - 2 7120				
Mexico N Zealand	4904.80 - 4908.00	2848.00 - 2849.00 1.7050 - 1.7080				
Saudi Ar	6,4590 - 6,4645	3 7495 - 3.7505				
Singapore S. Al (Cm)	3.1655 - 3.1730 4.5795 - 4.5910	2 6635 - 2.6630				
S. Af (Fn) Taiwan	6 7220 - 6.8560 47 15 - 47 25	27,40 - 27 45				
UAE	6 3340 . 6 3314 I	2 A 724 - 2 A 744				

The next hurdle for sterling will be the release this morning of the May UK balance of payments figures. According to a survey of analysts compiled by MMS International, the consensus is for a current account deficit of £1.4bn against £1.8bn in April.

Sterling closed at DM2.9000, up from DM2.8900 on Wednesday; and also rose to \$1,7255 from \$1.7240; to SFT2.4400 from SFr2.4375; to Y267.25 from Y265.00; and to FFr9.7325 from FFr9.7200. Sterling's exchange rate index, calculated by the Bank of England, closed 0.2 point higher at 91.0. Meanwhile, the Australian dollar finished at 78.9 US cents, up from 78.3.

The yen remained under pressure as inflationary worries persisted after news earlier in the week that Japan's money supply was growing sig-nificantly faster than the Bank of Japan's target rates.

"The yen's rally which began in May has now run out of steam. There is an air of nervousness about Japan's monetary policies," said Mr Mark Cliffe, chief economist at the Nomura Research Institute. He noted that the Bank of Japan nudged short-term money market rates higher yesterday and said that further tightening was likely. The D-Mark strengthened to close at Y92.17

from Y91.87. The US dollar drifted higher but remained locked in a tight range. Analysts said they expect it to trade between DM1.6750 and DM1.6950 until the begining of next month when the Federal Open Market Committee meets and the latest US employment figures are released. The dollar closed higher at DM1.6800 from DM1.6770; at Y154.85 from Y153.95; at SFr1.4145 from SFr1.4140; and at FFr5.6400 from FFr5.6375.

=(JRO-CL	IRRENC	YINTE	REST	RATES	
Jun 21	Short term	7 Days notice	One Month	Three Mostl's	Six Months	(Ine Year
sterling LIS Dollar LIS Dollar LIS Dollar Dollar Dollar Guilder Ser Frast Pentschmark Fr Frast Belgnan Franc (Yea LIS Mannas Belgnan Franc Balan SSing	142-144 84-84 124-1212 84-73 94-9 71-71 94-9 13-14 84-84 114-1013 84-84	147-147 81-81- 131-175 81-775 81-775 91-8775 91-91-91 12-775 71-101 11-81-81	1413-147 873-84 1375-1412 8-87 8-87 145-107 915-107 915-107 915-107 84-84	143-14% 81-84 134-134 84-84 9-85 10-95 114-11 91-95 71-74 108-84	447 872 148 148 148 148 148 148 148 148	14 1-14 14 15 15 15 15 15 15
Long term Eurodollar pears 9Å-9Å per ced	t nersinal. Shor	i iem raus are	call for 175 Def	Fitz State Tebene	THE P	and City's HOUG
June 22	Day's	Class	San Ave	mak %	Three	*

POUND SPOT- FORWARD AGAINST THE POUND						
June.21	Day's spread	Cione	One month	P.A.	Three months	P.A.
Audio Aberilands a significant and a significant	1.4030 - 1.4055 sies taken towards :	1.7250 - 1.7260 2.0255 - 2.0265 3.254 - 3.254 59.45 - 59.35 11.004 - 11.014 1.0795 - 1.0805 2.894 - 2.904 2.33 - 20 - 254.20 177.65 - 177 - 9 21234 - 21244 9.724 - 9.734 11.144 - 11.154 9.724 - 9.734 10.474 - 10.484 2.654 - 2574 2.36 - 20.39 2.434 - 2.444 1.4045 - 1.4055	0.92-0.90cpm 0.28-0.18cpm 13-14-cpm 23-28cpm 4-3-28cpm 0.5-0.40cpm 90-31cpm 30-31cpm 34-24-cpm 34-24-cpm 11-10-cpm 11-10-cpm 11-10-cpm 10-31-cpm 10-31-cpm 11-10-cpm 10-31-cpm 1	9.33 1.36 4.94 4.022 4.022 4.027 1.034 1.0	2.72-2.69pm 0.62-0.49pm 12-10-10-10-10-10-10-10-10-10-10-10-10-10-	1210101 121010 121010 121010 121010 121010 121010 121010 121010 121010 121010 121010 121010 121010 121
				-		

on 21.	Clay's spread	Clase	One mentis	P.L.	Three seenths	9.L
dr da srkeets services services services services services services	34.40 - 34.55 6.37 \(-6.39 \) 1.6730 - 1.6830 147.20 - 147.35 103.20 - 103.50 1229 \(-1233 \)	1.6795 - 1.6805 147.20 - 147.30 103.30 - 163.40 12304 - 1231 6.46 - 6.46 h	0.92-0 90apm 0.35-0.30pm 0.47-0.51ch 0.47-0.51ch 0.02m-par 2.00-6.00ch 1.20-1.40orells 0.95-0.62ch 55-65cds 2.60-3.10tredls 1.95-1.80orells 0.47-0.74cds 0.47-0.74cds 0.13-0.11pm 0.20-0.55qds 0.17-0.14cps 0.17-0.14cps	74994-1404-1404-1404-1404-1404-1404-1404-	2.73-2.69am 0.92-0.83 1.92-1.57dh 0.02-0.05dh 7.00-15.00dh 7.00-15.00dh 7.00-15.00dh 1.20-3.90dh 1.20-3.90dh 1.20-2.50dh 1.20-2.50dh 1.20-2.50dh 1.20-2.46dh 1.70-4.25dh 0.38-0.55gm 0.38-0.55gm 0.38-0.55gm	520 520 520 521 521 521 521 521 521 521 521 521 521

ems European Currency Unit Rates									
	Ecu central rates	Correctly allocation against, Eco June 20	% charge from control rate	% change adjusted for divergence	Divergence limit %				
eiglau Franc savish Krune erwan D-Mark erwan Franc utch Guider sish Pud allan Liru	1,77945 2,04445 6,85684 2,30358 0,763139 1529 70 132,889	42.3197 7.83774 2.06301 6.92510 2.31937 0.768728 1511.86 136.952	+0.36 +0.50 +0.69 +0.69 +0.73 -1.77 -1.49	+0.36 +0.50 +0.00 +0.00 +0.03 -0.17 -1.17	41.5508 41.6453 41.1762 41.3648 41.5272 41.6689 41.5162				

	EXCHANGE CIVOSS RATES									
June 21			DM	Yen	F Fr.	S Fr.	H FL	Ues	C.S.	B Fr.
£	0.579	1.726	2.900 1.600	267.3 154.9	9.733 5.639	2.440 1.414	3.263	1231 713.2	2.026 1.174	34.50 34.47
DAN	0.348 7.741	0.595 6.457	1 10.55	92.17 1000.	3.3% 36,41	0.641 9.128	1 125 12 21	424.5 4605	0.699	70 S
F Pr. 5 Pr.	1.027 0.410	1.773 Q.707	2.990 1.189	274.6 109.5	10. 3.989	2.507 1) <u>30</u> 137	1265 304.5	2.062 0.830	61 11 24 34
H PI Lita	0.306 0.812	0.529	0.689 2.356	81.92 217.1	2.983 7.907	0.745 1.962	1 2.651	377.3 1000.	1.646	18.22 48.33
_					_					

C 5 0.494 0.852 1.031 131.9 4.804 1.204 1.611 607.5 1 29.37 8 57. 1.681 2.901 4.874 449.2 16.36 4.101 5.854 2369 3.405 100.

FINANCIAL FUTURES AND OPTIONS

1377E U	746 SEL7 I 14 No. of 1	177.JUES (OPTIONS			TREASU	TY BOND ! 100°-	ועדט
Sinte Procession 83 84 85 85 86 87 88 89 Estimated Presions 6	3.75 4.11 3.75 2.44 2.07 1.37 1.11 0.55 0.38	**************************************	540 0-31 0-44 1-00 1-27 1-57 2-31 3-11 3-58	Dec G-60 1-14 1-16 1-62 2-27 2-60 3-34 4-10 1-29%	\$2.00 \$2.00	\$6.50 \$1.50	2000 Core (1000) C	2000 11 12 12 12 12 12 12 12 12 12 12 12 12
LIFFE EL	- SAULEV	No.						
	ints of 100					P of 180.	R OPTIONS	i
	ints of 100		Public 901 901 902 905 919 929 935 935 978	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		P 4 199		755 200 01 01 01 01 01 01 01
Strice 9050 9075 9125 9125 9175 9205 9225	Call Feet See 0 75 0 233 0 28 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 80 0 61 0 44 0 29 0 11 0 07	Sep 6 01 6 02 0 05 0 10 0 20 0 35 0 78 0 78	0ec 011 017 025 035 050 067 088 1 10	Strike Price 9075 9100 9125 9156 9175 9200 9225 9250 Estimated	C. 150 **	Circurds Circurds 391 067 050 050 072 013 007	75000000000000000000000000000000000000

14 P. A.	James of Joh				U.S. TRE	52min er 100	CST) 1.
# 60	85-03 85-22 86-13	Hagin Bb-14	Low 85-17	Pren 85-16 86-04 86-27	Seo Des Mar	93-10 93-00 93-05 92-25	93-11 93-22 92-26
remade remade	d volume 264 day's epen in	14 (2761) L. 33164 (332764 332764		Sep Det Mar	92·13	92-13
	SURY BONDS 3 32mis of 11	10%			Jun Seo Jan	:	:
F. M. G.	93-07 92-31	Nigh 93- <u>12</u>	93-04	93-23 93-13			
_	92-25 d votume 165	92-25 3 CTICAL	税· 怨	97-25		2 of 196% SURY MILS	OKIO .
	day's open to		7901		Įm.	Latest 92.27	Hich 92.27
% NOT	1091AL 61734 100 1000a 9	ak 60vt. 180%	BOHLIN		Sep Dec Mar	92.45 92.47	92.44 92.47
	Class	Hists	low	Prev.	Jun		

6% NOT ROMB YZ Sep Dec	ONAL LORG Ours 100ths Close 94.92	High 95.00	LOW 94 86	Pres.
Estimate	95.22 d volume 215 day's open in	(84) L 782 (76)	ה	95.40
	CONTRI STER peints of 1			
Sept Marian Sept M	1200 120 120 120 120 120 120 120 120 120	High 47 85,47 86,93 87,37 80,06 88,06 88,06 88,06 88,06 88,06 88,06 88,06 88,06	1538 1538 1538 1537 1537 1537 1537 1537 1537 1537 1537	From 155.49 85.29 85.29 85.29 85.19 85.10 85.00 85.00 85.00 85.00
Est. Vol. Presions	Cloc. Pigs. no day's open in	t showed 2 t. 16,3392	GP0)53) P51P GP4	150
		DOLLAR		

12.42 12.23

82 15 82 12

	··			
	91.69 91.69 91.57 91.39 91.39 91.31 91.07 90.98	High 91.70 91.62 91.59 91.40	91.48 91.59 91.56 91.40	91.7 91.6 91.5 91.4 91.2 91.1 91.0
a. Yel. (la Tribus day	e, figs. no ^s opes in	t skown) 3 L 29185 (273 (1558) 29463)	

THREE IN	derry Stille data of 100	MARK K		
	91.49 91.19 91.10 91.06 91.06 91.06 91.06	91.50 91.20 91.20 91.12 91.05 91.06	91.45 91.15 91.15 91.02 91.06	91.0 91.0 91.0 91.0 91.0 91.0
Programs (volume 576 lagra uma an	6 05271 L 64873 (1530m	
THREE M	Close Close	High	Law	Pres

Mar Jos	89 70	89.70	89 70	89
Estimate Previous	d volume 11/ day's open is	4 (75) N. 2382 (2	216	
	N INNEX	ut.		
Jun Sep Dec	2307.0 2452.0 2452.0 2499.0	High 2400.0 2460.0	2376.0 2440.0	239 245 246
Estimate Previous	i volume 349 day's open is	NO (5064) L 223000 (28549	

Found-\$ 0 Spot 1.7255	1-mile 1.7164	Janil.	6-mth.	12-mth. 16340
	ING So per i			
Sep Jol Mar	1.6974 1.6726	1.6976 1.6725	1.6450 1.6706	1.6992 1.6702

LIFFE SHORT STEPLING OFTIONS ESOO,000 points of 100% 0# 177 155 134 114 0.95 0.67 0 5057 0 5057 0 5044 0 5065 0 50544 0 5045 0 5057 0 5040 0 5044 0 5045 0 5057 0 5057 PATLADELPHIA SE EIS OF EIL 250 kosts per EL) I,69 2.12 79,566 15,334

LIFFE BUYD FUTURES OFTIONS DMZ50,000 points of 109%

270

BASE LENDING RATES

CROSSWORD No.7.270 Set by VIXEN

ACROSS 1 Many steal – twist – rook

(6) 4 Socialist leader listing

beastly accommodation (6)

Retiring creatures, directors, and that's right (9)

One had ordered nothing in America (5)

Wise men engaged in profiting from imaginative suggestions (4)

gestions (4)
13 Take steps to bring such devices into operation (10)
15 Goes after some soldiers. but comes back (7) 16 Wouldn't work, so given a

tap (6)
19 A motorist writing a note at the waterside (6) 21 Getting wed, soon perhaps lost all sense of reality (7) 23 A sober person went ahead stood around creating a

racket (10)
25 Married before. Must be simple! (4)
27 A legal right for the non-British (5)
28 Transport for patients and medico involved in a uni-

versal cut (9)
29 Dealt with food compendium by a top journalist (8)
30 A financial arrangement to

negotiate direct (6) DOWN 1 Money expended on 25 mate-

rial (8) 2 Real thugs can make a kill-3 This always depends on the listener (4) member (10) Putting in an oriental would

be stupid (5) 8 A complaint of some flient, 9 People speaking of a mys tery writer (5)

14 Several gin concections

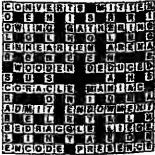
originated in this place (10).

17 Being no longer included has 30. Edward is worried (9)

18 He'll support the woman in the support the support the woman in the support the support the woman in the support the support the support the support the support the woman in the support the support the support the support the woman in the support the support the support the support the woman in the support the su a depression (8) 20 Beam and read it - a him. der (7)
2) The way a dress appears in a disco lighting (6)

22 A timber on a sea-going ver se! (6) 24 Body in the bath in great detective story (5)
26 Dim man of the law pure over an old city (4)

Solution to Puzzle No.7,289



MONEY MARKETS

London rates stable

UK money rates were stable yesterday after the Bank of England supplied the market with sufficient liquidity to meet its increased credit needs. The key three-month interbank

rate closed unchanged on the day at 14% 14% per cent. The day began uneventfully with the Bank forecasting a credit shortage of £750m. However, the market became neryous after the shortage was revised to \$1.15bn. This left dealers wondering whether they would be left short of liquidity and overnight money rates bardened. But in its credit operations the Bank bought a total of £1.03bn of bills, just below its

UK clearing bank base lending rate 15 per cent

final estimate of the market's shortage, and rates fell back. During the morning an early round of bill offers was invited and the Bank bought £404m of bills. This comprised £226m of band I bank bills at 14% per cent and £178m band 2 bank

The forecast was revised to El.1bn at noon and the details of the shortage were provided. Bills maturing in official hands, repayment of late assistance and a take-up of Treasury bills drained £590m,

Exchequer transactions a further £455m, a rise in the note circulation £70m and bankers balances below target

Yen per 1,000: French Fr. per 10: Lira per 1,000: Beletan Fr. per 100.

Before lunch a further £160m was purchased of which £37m were band 1 bank bills at 14% per cent and £123m of band 2 bills at 14%. During the afternoon, the shortage was revised to £1.05bn, and the Bank bought £439m of band 1

bank bills at 14% per cent.
In the futures market, prices
were lower on nervousness
before the UK May trade figures, published this morning. Sterling's firmer tone helped underpin prices, however, and many dealers ran a tight book. September short sterling closed 7 points easier at 86.17, while December

finished 4 points lower at 86.20. In Frankfurt call money rates were little changed at around 7.70 per cent. Rates could edge higher today as

June's tax payments continue to drain liquidity.

However, dealers said there is sufficient liquidity to avoid any sharp change. The weakness of the D-Mark against European currencies

helped soften rates.
In New York the Federal
Reserve followed Wednesday's pattern and did not engage in any open market operations. At the time of normal of Fed operations, Federal Funds were unchanged at 8% per cent.

FT LONDON INTERBANK FIXING (11,00 a.m. June 21) 3 mentes US dolfers

		MONEY RA	TES			
NEW YORK	Treasury Bills and Bonds					
(LunchLime)		One month	7.44 7.50 8.02	Three year		
Prime rate	10 91	Three month	8.02 8.08	First year unmannan		

ruker loan rateet fendset fendset fendset fendset fends at leterreation,	. 94 Տ	hree month hr moeth he year no year	WILKIER INIP - MMII	8.06 Sever 8.15 10-year	72 ummu 72 prasuc 7	8 <i>5</i> 9
June 21	Överrigiri.	Mont)s	Two Months	Three Months	Six Months	Loosbard Intervention
rankfurt. 2ris	7.70-7.80 91.91 81.85 80-8.18 72-71 11-11: 7.35 11-11:	7 85-1.00 91,-92 84-9 8.06-8.16 711-713 11-114 913-913 11-114	11-114	8 15-8 30 10-10 1 8 1-9 8 27-8 37 7 12-7 1 11-11 1 9 1-11 1 11-11 1	8.40-8.55	9.50 9.50
	LOND	ON M	ONEY	RATE	:\$	
Jun 21	Overnigh	t 7 days	One Month	Three Months	Six Months	One Year
nterbank Offer		1419	141	141	1412	144

LONDON MONEY RATES										
Jun 21	Overnight	7 days notice	One Month	Three Mouths	Six Months	One Year				
merbank Offer migrbank Bid Sterling Cbs. Deal Anthority Deps. Deal Anthority Deps. Discount Mkt Deps. Discount Discount Mkt Dis	15 131 141 15 -	14H 14H 14H 14H	11444 - 1124-114-1-11444 - 1144-1144-114	1415-25 - 17115-145-1527 - 17115-1525-1525-1525-1525-1525-1525-1525	1412 1412 1412 1412 1412 1412 1412 1412	14% 14% 14% 14% 14% 14% 10% 10%				
reasory Bills (sell); one	month 14	j per cent;	Unree mout	hs 14å per	cent; Bank	Bills (sell);				

one-mouth 14% per cent; three mouths 14% per cent; caree mouths 14% per cent; three mouths 19% per cent; per cent of the per cent; per cent of the per cent of th

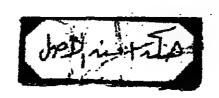
Advertise your house

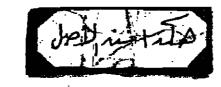
The famous Scottish bird

(3, 6, 6)

in full colour in the Weekend FT. To find out more, call Lesley Proctor on 071-873 4896

TIME TO BUY GOLD? CAL Futures Lid Windsor House 50 Victoria Street London SWIH ONW





CBCT **WORLD STOCK MARKETS** CANADA 5m. 599.5 380.5 399.5 380.5 399.5 380.5 399.5 380.5 38 883 53.770 650 13.25 19.23 19.00 1.02 1.03 1.0 7,899 14,200 2,150 2,760 26,840 34,600 30,850 102 H. Baylan e 2800 H. Bay Co 20000 Imasco L. Ed. 132 Imp Oil A 60027 loco limasco L. Ed. 132 Imp Oil A 60027 loco limasco L. Ed. 132 Imp Oil A 60027 loco limasco L. Ed. 132 Imp Oil A 60027 loco limasco L. Ed. 132 Imp Oil Kerr Add 28386 Labard 132 Laba \$11/2 \$21/2 \$21/2 \$25/2 \$25/2 \$15/3 TORONTO | Control | Cont 2pm prices June 21 Neo Ueri Jaam S Free Nebel Free Prozontla B Gree Santha S Gree S June 21 GSE Conserve COF COF Francier Fr Cred Lyona (CD Credit National Daman; D WITZERLAND DSM Dordsche Petr Eiserier Felcher Zamma List Brocades Liefnelsen Looplas HC Callond et Mostler LAI Jame 21 1.530 1.340 Adia tet Do. Ptg. Certs. Alexatiste Louis Do. Ptg. Certs. Batiste Hid Ptg. Bank Leo Do. Ptg. Bortow Boreri Do. Ptg. Strike Hid Ptg. Bank Leo Do. Ptg. Strike Hid Ptg. Bank Leo Do. Ptg. Cha Galgo Do. Ptg. Do. Ptg. Cha Galgo Do. Ptg. Mitron (Br) Do. Ptg. Mitron (Br) Do. Ptg. Mitron (Br) Do. Ptg. Mitron (Br) Do. Reggl Mitron (Br) Do. Reggl Oge-Balgo Profile Dellegation Dellegatio ionerale Bi to AFV 1 eracet plarcost to AFV 1 PWA Pelips Idomont. Purghe Practic Practic Research Resea INDICES ris Reescompus schelbronn ternod Ricard Periter Pengest S.A. Poliet Protaball Sicony NEW YORK DOW JONES June HIGH 2935.89 (15/6) 93,04 (3/1) 1212.77 6/6) 236.23 (2/1) 2543.24 (30/1) (88.48 (2/5) 1031.83 (30/1) 203.69 (30/4) 91.05 1552.01 (5/9/89) 236.23 (2/1/90) 1177.01 1178.83 1179.73 1193.25 367,40 14/6/900 429,34 44/6/900 35,24 69/10/890 200,21 44/6/90 397,03 10/10/890 485,73 4,40 0,6732 3,62 21,633 8,64 0,110,174 4,46 29,31 19,12,173 54,87 03,110,172 367.40 H/60 426.34 (4/6) 31.87 CP(1) 200.21 (4/6) 362.45 C(1) 468.86 (1)3.60 22.16 (20/1) 371.92 (30/1) 26.59 (27/4) -276 -10.92 -13 Set SA Sefines Sefines Simon Sits Receipmel Soc. Gen. de Fr Someur-Allibert Sele-Battiprolles Sele-Battiprolles Theorem (CFI) Trans-Patroles Fr United United United United United United Valiance Valiance 420.11 418.00 425.01 न्त्र किता है जाता है। 178.43 (30/1) 342.64 (24/4) 410.72 (30/1) -0.25 -0.9 -1.1 460.53 460.79 467,55 763.52 04/6 646.73 (26/2) 757,42 -0.01 -0.03 -0.17 -0.03 4.01 3.59 June 13 May 30 year ago (approx.) 574.00 622.20 CO(D) 538.53 (2/5) 2.90 17.07 me 21 TRADING ACTIVITY NEW YORK ACTIVE STOCKS 259.05 G/6) ~993******* 1,020 553 774 2,300 1,045 645 645 420 Hew York Amer MASDAQ Igena Truded Yosa Falls Unchanged New Highs New Love AUSTRALIA (CANADA TORONTO OSSWORD Travelling by air on business? TOKYO - Most Active Stocks 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 1999 | 19 Closing Prices 1,010 935 1,070 1,030 2,570 Closing Priose 1,790 584 1,810 657 . . . ROTTERDAM with Flexair, NLM ... EINDHOVEN with KLM, NLM **FINANCIAL TIMES AIRPORTS & AIRCRAFT HANDLING**

100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |

The Financial Times proposes to publish this survey on:

3rd July 1990

For a full editorial synopsis and advertisement details, please contact:

Ian-Ely Corbett on 071-873 3389

or write to him at:

Number One Southwark Bridge London SEI 9HL

FINANCIAL TIMES

化多数化物 医原子性 医电子性 医克里氏 医阿里氏病 医阿里氏病 医阿里氏病 医甲状腺素 医甲状腺素 医甲状腺素 医甲状腺素 医二甲状腺素

3pm prices June 21

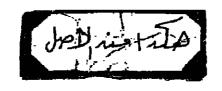
12 Month High Low Stock | Formal | Property |

Carron Cases | The content of the

Chipse Prov. Cuese Cheese Prov. Cuese Cheese THE RESIDENCE TO THE PROPERTY OF THE PROPERTY

| Fig. 10 | Fig. A SE COMMENT OF THE SE COMMENT

Committee Commit | The content of the | State | Stat



COMPOSITE **PRICES** 12 Mouth P/ Sto High Low Stock Div. Yid.E 156eHigh Low Continued from previous Page 8 u5421, 20 65, 61 35, 1 825 251, 751 133, 185 185, 185 9 326 681, 557 121, 36 231, 28

21-1- Umrid 3 .88
10-1- Umrid 3 .88
10-1- Umrid 1 .48
2-1- Umrid 3 .70
10-1- Umrid 3

- 3-5-3-6
- 2.59 - 3-6
- 3.20 - 3.3 - 6
- 3.4 - 6
- 3.4 - 6
- 3.4 - 6
- 3.4 - 6
- 3.4 - 6
- 3.4 - 6
- 3.4 - 6
- 3.4 - 6
- 3.4 - 6
- 3.5 - 6
- 3.4 - 6
- 3.5 - 6
- 3.4 - 6
- 3.5 - 6
- 3.4 - 6
- 3.5 - 6
- 3.4 - 6
- 3.5 - 6
- 3.4 - 6
- 3.5 - 6
- 3.4 - 6
- 3.5 - 6
- 3.4 - 6
- 3.5 - 6
- 3.4 - 6
- 3.5 - 6
- 3.4 - 6
- 3.5 - 6
- 3.5 - 6
- 3.4 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 - 6
- 3.5 5-5 STAREP JO 6-5 STAREP JO 16-5 STAREP JO 17-5 SCHAPT 8 18-7 SCHAPT 8 18-7 SCHAPT 18-7 18 2.35e .82 .85 .80 1.04 .96 1.04 10% Statet 2.38e
21% Stantin 2.38e
21% Stantin 2.48e
21% Stantin 2.49e
22% Stantin 2.49e
22% Stantin 2.49e
23% Stantin 2.49e
24% Stantin 2.49e
25% Stantin 2

1822 (1829 a 1823) - 1835 (1835 a 1835) - 1835 (183 38 to locate 1.85
10.20
12 to locate 1
12 to locate 1
12 to locate 1
13 to locate 1
14 to locate 1
15 to locate 1
15 to locate 1
16 to locate

Gior Fig.

.40 .00

12 13

-Y-Z-8.3 83561 2.0 416 365 8.9 9 109 16, 109 2.5 14 448 1.8 21 58 10. 209 10. 1996

からは 15 mm 15 mm

AMEX COMPOSITE PRICES

Block DW ATTE CALL TO A A ATTE CALL TO A ATTE CALL

.10 .64 .64 3.20 -20 -41a

7 800 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 4の12231924 12300 8717262 4020156128 7654 12724 185 619301274 1474 1 .16 Travelling by air on business with Alitalia Enjoy reading your complimentary copy of the Financial Times when you are travelling on scheduled flights from . . . Rome and Milan

FINANCIAL TIMES NASDAQ NATIONAL MARKET

Stock Div.

Stock Div.

Coulary Covered Stock Div.

Coulary Covered Stock Div.

Coulary Covered Stock Div.

Coulary Div.

Div.

Sinch and Act of the A

.15a .15a .85r s .05

Serial Se

.10 .42a .12 .18 .40a 1.86 .40

| 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 | 1800 |

. 30 .20a 1.22 G .45 .45 .44 .120 .120

NICODE 28
NICODE 28
NICODE 28
NICODE 29
NICODE

Stock Div. Jacor Div.

21% 74

8.8844 V. 10088 15 40 25 18 38 71 23 863 3110 42 129 35 2263 113 754 7 117 7 117 8 229 4 129 18 352 18 352 18 352 18 352 18 352 18 352 18 352 18 352 18 352 18 352 18 352 19 54 21 9 | The color of the Shock Div. RecSys 10 Rambi Ramy 10 Rambi Ramy 10 Rambi Ramy 11 Rambi Ramy 11 Rambi R Trienge Trieng

Have your FT hand delivered

Programme trading depresses Dow

Wall Street

A WAVE of programme stock index arbitrage, coupled with more profit-taking, sent the equity market around 20 points lower at one stage during the morning session but prices then recovered a little, writes Janet Bush in New York.

At 2pm, the Dow Jones Industrial Average was quoted 13.12 lower at 2,882.19 on modest volume of 87m shares. It had closed 11.38 higher on Wednesday at 2,893.56.

In morning trading, losers led winners on the New York Stock Exchange by a margin of six to five, suggesting a rela-tively even balance of buying and selling. The fall in the Dow was more pronounced than in other indices.

There was a chain reaction in the futures market which led to selling of cash stocks after some remarks by Mr Alan Greenspan, chairman of the US Federal Reserve, who said that sufficient credit appeared to be available to fuel continued modest economic growth. Traders sold S & P 500 futures contracts on this pretext which pushed the futures to discounts to their underlying stocks. This, in turn, led to buying of the futures and sell-ing of the cash stocks. By mid-

appeared to run out of steam. The pattern of trading -after Monday's sharp fall of more than 50 points - has been quite consistent. On Tuesday and Wednesday, the market fell in the morning and then recovered ground by the afternoon to close with small gains on each day. This is not

MYSE volume Daily (million) 165,470,000

7 8 11 12 13 14 15 18 19 20 21 particularly surprising given that some stocks looked more attractive since the Monday sell-off. However, the correc-tion from Monday's fall has

been limited by a generally less sanguine view on the outlook for interest rates. After last week's stronger than expected industrial production figures, the financial

a sharp upward revision in first quarter GNP. largely because of a higher estimate of net exports, to growth of 1.9 per cent from 1.3 per cent pre-

viously reported. The fact that the economy appears to be growing steadily with no apparent deterioration in price pressures should be good news for the stock market because it is supportive of cor-

porate profitability. However, there is now con-cern about second quarter cor-porate profits, which will be announced over coming weeks. Some companies have already warned the market that their

results may disappoint.

Bucking this trend yesterday was Ashland Oil which added \$% to \$37 after it said that it expected to report net income of more than \$1.21 a share for the June quarter compared with 78 cents a year ago. Among other featured stocks yesterday was Du Pont which

fell 5% to \$35% after the com-pany said that it had author-ised funds to design for plants for the manufacture of alterna-tives to chlorofluorocarbons. American Cyanamid gained \$5 to \$56% after agreeing to sell its household products business for \$465m to Clorox, which fell \$2% to \$41%. Clorox would cost it 40 cents a share

markets were yesterday offered in the first year and 10 cents a share in the second year. Pfizer dropped 5% to \$64 on reports of problems with alleged design faults with a

heart valve. UAL added \$1/4 to \$156% on. news that the airline's unions are trying to get Boeing and General Electric to invest in their buy-out.

Liggett Group gained \$% to \$11% on news that it is restructuring its tobacco and sports marketing businesses into separate companies.

Canada

TORONTO stocks drifted lower in dull trade at midsession before the June 23 legal deadline for ratification of Canada's constitutional pact with Que-bec. The composite index fell 7.8 to 3,522.7 on volume of 7.8 to 3,522.7 on volume of 9.46m shares. Declining industrials led advances by 125 to 96. Gold mines were mixed as bullion prices rose slightly. Lac was steady at C\$10%, American Barrick climbed C\$% to C\$20% and Corona was off C\$% at C\$7%. Oil companies did marginally worse despite stronger oil prices. Imperial Oil lost C\$% to C\$56 and \$askatchewan Oil dropped five cents to ewan Oil dropped five cents to CS3. Campeau fell 10 cents to CS1.85 after reporting a CS1.7bn loss for 1989 on Wednesday.

Capitalism returns to Hungary

Nicholas Denton captures the excitement as Budapest relaunches

APITALISM received its imprimatur in Hungary yesterday, as the Budapest Stock Exchange re-opened m a wave of publicity after an absence of 42 years. But there is much to do as the emerging market moves from spasmodic

bond trading into equities.

Dealing is still in the same small room, although the brokers from the 41, mainly new. securities companies are more lively traders than the bankers who sat round a table a few mornings each week for the last two years.

Only one new stock was launched to coincide with the reopening. This was Ibusz, the travel agency which is the nearest Hungarian equivalent to a blue chip, and the only share to qualify for a formal listing. Nineteen others are quoted, and have until the end this year to conform to the

BSE's listing requirements.

The effect of the opening and the attendant cameras mainly psychological, but no less significant for that. The excited atmosphere contrib-uted to a sharp jump in stock prices and hectic turnover which eclipsed all records.

Yesterday's turnover was estimated at about Ft60m (about \$1m), sharply up on the Ft10m average of the first quarter of this year. Ibusz



Hungary reopening yesterday: all previous records were eclipsed

shares were the main attraction. Publicly offered earlier this month at Ft4800 each and 23 times over-subscribed, they began the session at about Pt6,000 and were at Pt7,300 at the end of trading, valuing the company at Ft8.8bn (\$135m). Mr Kalman Meszaros, the director of Girozentrale Buda-

pest, who was behind the ibusz

issue, forecast that the shares could go as high as Ft10,000 to Ft12,000, more than double the ssue price. A buoyant start for the new market was more important than sophisticated pricing for the issue.

But if Hungarian capitalism was reborn yesterday, the delivery was messy. At the start, trading had to be intertic for the irchnicians to fol-low Prices in ibusz shares swung errotically, as if the exchange was trying to make up for lost time and cram a

decade's boom, crash and recovery into 50 minutes. One of the reasons for the nervousness is that the market is waiting for a signal from Vienna, where thus is also listed Therein lies a dilemma.

for the Hungarian Exchange. A Vienna quotatron pulle '20 Hungarian company's share price, because foreign investors are more comfortable with the Austrian market and ther demand is transmitted by arbitrage to Budapest. But trading ia Vienna also threatens in suli shares away from Bude. pest, as Hungarian individual shareholders sell to high be ding foreigners who then more these shares to Vienna, the more liquid market.

The long term prospects of the Hungarian Exchange are clearer, in that they depend on the privatisation of industry The 380 bends currently listed and traded have a value in caculation of Fumbn and the 20 shares traded a value of Figiba. On a pessionistic estimate, that 30 per cent of statiowned companies will be priva used over the decade, liquiding

Volatile session finishes with Nikkei unchanged

Tokyo

AFTER a promising start, a day of erratic trading saw investors switching between profit-taking and bargain-hunt-ing, and eventually share prices closed flat, writes Michigo Nakamoto in Tokyo. Cheap prices and a feeling

that the market had already hit bottom rekindled buying enthusiasm early on, and shares edged up in small-lot buying into laggards. But by midday, the buying fizaled out to be replaced by profit-taking which took the Nikkel below the psychologically important 32,000 to a low of 31,922.51.

Small buyers reappeared later and the Nikkei managed to close 0.49 higher at 32,087.27. There was some talk that bro-kers had been instrumental in shoring up the index arbitrage activity added to the volatility of the market.

The day's high was 32,316.88, and turnover was unchanged from Wednesday's at 400m shares. The Topix index lost 5.24 to 2,361.56 and, in London, the ISE/Nikkel 50 index eased

High interest rates dampened any enthusiasm for heavily capitalised companies, and earnings-related issues appeared to have lost some of their recent momentum. Many of the latter were hit by profit-taking, including Fuji Photo

Film, off Y50 at Y4.340. Daifuku, a maker of conveyor systems and automatic warehouses, fell Y30 to Y2,790. The company was expected to make a scrip issue for the fourth consecutive year and to report a 47 per cent rise in pre-tax profits. Its share had earlier hit an intraprice had earlier h day high of Y2,870.

The emergence of fresh news, however, helped some growth prospects to attract buying. Canon, the camera maker, surged Y60 to Y1,790 on reports that it would post sub-stantially higher earnings than expected. Canon climbed to the top of the volumes list with

139.55 241.91 150.27 136.90 259.42 136.92 157.20 130.29 133.40 169.85

Australia (80)

Hong Kong (48)..

New Zealand (17). Norway (23)..... Singapore (25). ... South Africa (60).

United Kingdom (304).....

Italy (96)..... Japan (454).... Malaysia (35)..

for scrip issue prospects. Nin-tendo's buoyant business performance has aroused hopes in that department, and its shares gained Y700 to Y25,900. Katockichi, a frozen food maker, rose to a record intraday high of y3,780, up y90 on expectations that it would report its best ever pre-tax profits. It advanced y40 to y3,730, amid scrip issue speculation.

Teikoku Tsushin Kogyo, a manufacturar of electronic

manufacturer of electronic parts, rose Y10 to Y1.510, after reaching Y1,530 earlier, on the strength of buoyant sales of its parts for 3mm videocassette recorders. Active buying took Teikoku to third place on the actives list with 6.9m shares. Large-capital issues were under pressure in Osaka and the OSE average slipped 26.47 to 35,206.28. Volume was still thin at 43m shares but better than Wednesday's 39m. Sakai Textile, added Y100 to Y1,050 on buying by investors looking for quick profits.

Roundup

A QUIETLY improving tone in most of the region's markets yesterday was broken by poli-tics in Thailand, and currency

considerations in Taiwan. HONG KONG was lifted by foreign and domestic demand. and the Hang Seng index gained 11.82 to 3,246.21. Turnover was HK\$2.15bn after the previous day's HK\$2.36bn.

Hutchison Whampoa, the trading house, gained 20 cents to HK\$11.50 in busy volume, and Sun Hung Kai Properties rose 30 cents to HK\$14.80.

The Stock Exchange is attempting to attract more local investors to the market with a six-week roadshow, starting this week. The exchange said yesterday that a survey of local residents conducted late last year revealed that only 9 per cent of the population owned shares.

BANGKOK lost the better

part of Wednesday's 24.83 gain in the SET index, as hopes of political stability receded. The

** Index Index Index

+0.3 120.01 135.61 121.68 1-0.1 206.04 235.42 210.92 1-0.4 129.23 146.22 131.01 1-0.1 117.73 (38.21 119.35 1-0.7 223.09 252.46 226.18 1-0.4 135.25 150.05 137.12 110.3 110

+0.1 124.06 141.30 128.59 +0.2 127.73 144.54 128.50 +0.2 128.07 201.51 180.53 +0.2 125.18 142.79 127.93 +0.2 127.15 143.87 128.90 +0.1 124.34 140.72 126.06 +0.1 126.63 131.81 118.05 +0.2 127.23 143.98 128.99 +0.2 127.23 143.98 128.99 +0.2 125.25 141.78 127.06 +0.2 125.88 142.43 127.62

Copyright, The Financial Times Limited, Goldman, Sachs & Co. and County NatWest Securities Limited. 1987 Latest prices were unavailable for this edition.

Bangkok SET Index 1030

eral Chavilit Yongchaiyudh refused an offer to rejoin the Government and the index fell 15.78 to 998.33. AUSTRALIA's volume was

June 1990

boosted to 114m shares valued at A\$246m, from Wednesday's 76m and A\$166m, by a special sale of 20m BTR Nylex shares just before the close. Total vol-ume in BTR was 22.86m shares as it lost 2 cents to A\$2.80.

Elders IXL was also active, falling 4 cents to A\$1.77 on fears of lower-than-expected earnings. The All Ordinaries index added 2.7 to 1,505.5. TAIWAN liked the US dollar

better than its own equity market, and share prices dropped sharply in mid-morning. But buying in the financial sector lifted the market off its lows, and the weighted index closed 21.64 down at 5,500.40.

BOMBAY rallied at the end of the two-week account, with the index up 10.00 at 800.31. Tata Power rose Rs55 to Rs630 on Wednesday's news that the vate and foreign investmelectricity generation.

SOUTH AFRICA

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

+03 +020 +020 +020 +024 +03 +03 +03 +0.5 +0.5 +1.3 -0.1 +0.5 +1.0 +0.5 +1.0 +0.1 +0.1 +0.1

+0.4 +0.5 +0.5 +0.4 +0.1 +0.5 +0.3 +0.4

The World Index (2370)... 145.82 +0.2 125.40 141.91 127.15 139.46 +0.3 2.50 145.56 135.43 141.29 126.39 139.02 162.05 132.25 140.78

1.30 4.51 1.28 2.43 2.43 2.43 2.43 2.59 4.71 2.36 0.59 2.32 4.65 7.40 1.95 4.20 2.27 4.35

118.53 211.14 127.85 116.23 225.28 112.86 139.09 113.50 130.36 167.50 99.91 143.64 235.71

235.71 1596.10 121.23 59.75 206.31 1771.54 149.07 126.79 195.69 90.95 142.37 145.19

128.25 175.73 142.08 137.04 143.27 119.48 120.85 135.83 139.19 139.39 137.50

GOLD STOCKS inched up in lacklustre trade as a stronger financial rand offset a firmer bullion price. Vaal Reefs gained R9 to R260 and Kloof was up R1 at R32.75, but De Beers fell R1 to R91. The gold index added 35 to 1,357.

139 20 119.95
242.22 203.73
150.88 130.01
136.75 117.84
261.19 225.07
136.73 117.82
157.96 136.12
128.99 111.16
133.03 114.64
190.24 163.93
113.26 59.15
147.26 126.90
225.13 199.00
506.93 136.26
140.46 122.04
65.34 56.30
233.22 200.97
236.45 177.08
176.12 151.77
161.01 136.75
215.99 186.13
104.06 89.67
105.03 122.93
104.06 89.67
105.03 122.93
144.293

3.35 144.96 124.93 140.73

3.55 148.22 127.72 143.86

1.71 206.74 178.15 200.67

0.91 146.38 126.14 142.09

1.99 147.52 127.12 143.17

3.36 144.39 124.42 140.16

2.76 136.62 117.73 132.63

5.07 135.12 116.44 131.17

2.08 147.65 127.23 143.32

2.24 143.57 125.27 141.12

3.50 146.13 125.92 141.85

TUESDAY JUNE 19 1000

Jacobs Suchard adds spice to Switzerland

THE PROSPECT that some of Europe's leading confectionery and coffee brands would pass into American hands enlivened trade in Zurich yesterday. Frankfurt rose for the third day in a row, but Milan skid-ded on fears of industrial action, writes Our Markets

Suffice focused on Jacobs Suchard, the coffee and chocolate group, which soared on a report in a Swiss financial weekly that the majority share-holder, Mr Klaus Jacobs, had struck a deal to sell his con-trolling stake to Philip Morris of the US. Both companies declined to comment. Jacobs Suchard bearer shares hit a high of SF17.975 before closing SFr200 better at SFr7,800 in

SFr200 better at SFr7,800 in active trading.

The report said Philip Morris would make a public offering for the outstanding shares, paying SFr10,000 a bearer share. Analysts said that the link-up made sense strategically because Philip Morris was not strong in Europe and Jacobs Suchard's US subsidiary. Brachs. had made operatiary, Brachs, had made operat-ing losses of \$50m last year. After the market closed, spo-

kesmen for the Zurich and Geneva bourses said trading in Jacobs Suchard shares would be suspended today pending an The interest in Jacobs

Suchard spilled over into other food stocks. Nestlé registered shares put on SFr75 to SFr8.425. The Crédit Suisse index added 0.2 to 656.4 in an otherwise quiet market.

FRANKFURT opened shade nervously, the DAX falling 6.14 to 1,843.41 with West German newspapers immersed in reunification detail. However, the tone improved over the day as the FAZ rose 4.24 to 786.78 in midsession, the DAX closed 14.02 higher at 1,863.57, and shares rose further in London after hours.

Siemens, up DM6.50 at DM735, began trading on the London Stock Exchange yesterday. One of its London sponsors, SG Warburg, issued a buy recommendation, and a big West German bank bought the shares, call options on Siemens on the Deutsche Terminbörse, and chemical shares to boot.

115.51 133.02 123.40 165.17 167.06 198.57 148.68 100.00 108.26 127.87 142.93 197.26 195.46 244.01 1578.80 549.86 127.86 120.46 145.66 66.73 59.44 75.36 202.49 203.62 245.29 178.41 174.36 207.93 152.91 150.68 251.39 125.88 115.19 187.54 180.18 217.59 90.38 90.83 104.31 143.27 142.21 166.11 143.27 142.21 166.11

128.69 179.50 127.10 128.07 125.38 118.64 117.33 128.20 124.75

Turnover rose from DM7.2bn to DM8.4bn as dealers, inspired by recent gains, and strategists, more circumspect, debated whether the DAX had broken convincingly out of a 1,800 to 1,850 trading range, or whether it was still below the 1,870 resistance level.

1,870 resistance level.

There has been healthy progress in some shares, with Allianz DM62 higher at DM2,705 and DM180 better over four days, reflecting a big Swiss order which has not yet been completed; and Metallige-sellschaft, up DM23 at DM628 yesterday, and DM43.50 better since Monday. MILAN fell in sharply

reduced volume as the country's three main trade unions called a general strike on July 11. The threat of industrial action raised fears that Prime

ment could be slipping. The Comit index lost 9.51 to 748.02. CIR, Mr Carlo de Benedetti's holding company, bucked the trend to rise L11 to L5,700. After the market closed, there was news of a ruling in favour of Mr de Benedetti in the battle with Mr Silvio Berlusconi, the television magnate, for control

of the publisher, Mondadori.
PARIS contained a number of active stocks and big movers in an overall dull market, ham-pered by a lack of liquidity and continued wariness on the part of domestic investors. The CAC 40 index edged up 4.32 to 2,007.98 on the last day of the monthly account. Turnover was about FFr2.7bn to FFr2.9bn, up from FFr2.5bn.
Michelin continued to fall in

Minister Giulio Andreotti's hold on the Coalition Governactive trading, losing FFr4.50 to FFr410.50 with 777,915 shares exchanged. Several analysts have downgraded their earnings estimates for the tyre-maker. The day's steepest fall was by Eurotunnel, which dropped FFr3.80 to FFr43. Among the winners, Air

Liquide, the chemical com-pany, rose FFr17 to FFr774 in unusually heavy trading of 145,650 shares. Air Liquide is one of the traditional refuges for investment in a bear market, said one analyst, together with Canal Plus, which gained FFr27 to FFr925, and Accor. which rose FFr22 to FFr1.020. AMSTERDAM saw foreign demand for banking shares which had drifted down to attractive levels. ABN added

firmed Fl 2 to Fl 74.50. Volume

remained low. The CBS Ter dency index added 0.2 to 1203 Aegon rose F11.80 to F1129 60 and NatNed was steady at FI 72.60 after the two insurers said they were explaing the pooling of their Don't health insurance businesses.

Royal Dutch fell Fill to Fil42.70 after a US judge rulet that a Royal Dutch Shell group unit had violated disclosure laws in its 1985 acquisition of numerity shares of Shell Oil Co MADRID continued to fall after the previous aftermon's gains, with the general indep rising 2.07 to 256.51. Electrical stocks rose again, with Union Penosa gaining Ptato to Ptake

with 3.8m shares traded. VIENNA attracted renewed interest from foreign and local rose 8.92 to 623.70.



but also personal service. Robeco has that."

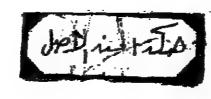
Introducing a bank that reflects your own values.

The Robeco Bank (Switzerland) S.A. is backed by the Robeco Group, which has assets under management of over \$22 billion.

For 60 years, the Group has found long-term, low-risk opportunities for growth. This quality is matched by our commitment to personal service.

For more information on Robeco Bank, fill in the coupon below. If you prefer, call us on (41) 22-41 12 97, or fax (41) 22-41 13 92, or send us your business card.

To: The Manager, Robeco Bank (Switzerland) S.A., 16 Chemin des Coquelicots, Case Postale 114, CH - 1215 Geneva 15 - Aeroport, Switzerland. Please send me more information on a Personal or Business account (Delete as applicable) English German Dutch French (Tick appropriate box) Mr/Mrs/Miss/Ms Surname and initials Full Address Postcode



135.57 185.01 124.63 130.35 131.02 124.81 122.53 131.30 130.80

Unless	someone	e speaks y	an be a provour languational under	age.

T IS a truth universally acknowledged that anyone who reads the Jobs column must have soaring ambitions. It is therefore a bit disconcerting to find so many readers evidently wonying whether you qualify as high-fliers.

Since I last touched on the topic 17 weeks ago, more than 80 of you have questioned what must be done to earn the title. And although to my mind you need do no more than persuade your own bosses that you deserve it, the questioners insist that more

objective criteria are required.

As it happens, there was an As it happens, there was an objective measure in the 1960s when high-fliers were so much in vogue in Britain that the BBC made a TV programme about them. To qualify for inclusion, you had to be earning at least £2,000 a year before the age of 30.

But while the pay figure could be updated to allow for inflation, the 1960s measure was plainly misconceived. It is nonsense to rule

misconceived. It is nonsense to rule that people who have reached their 30th birthday can no longer fly

high in their career.

That is why, 17 weeks back, I referred solely to the criterion dreamed up by pay gurus Don McClune of Noble Lowndes, and Helen Murlis of Peat, Marwick,

How to track down high-flying performance McLintock. They defined high-fliers as folk whose annual pay amounts

to at least £1,000 for each year since their birth - a criterion achievable no matter how old you may be.

It nevertheless failed to satisfy most of the people who replied.

most of the people who replied. The British among them typically objected that while it might aptly gauge outstanding progress across the bulk of jobs, in a good many cases it fell far short. In City banking particularly, I was told, the pay figure would often need doubling and sometimes trebling for the criterion to hold true.

for the criterion to hold true.'
But the most shaming criticisms came from overseas. They were typified by a Spanish reader's complaint that the measure was "chauvinistically sterling-centred." He could appreciate that one small nation found \$1,000 for each year lived a convenient figure to handle. It was not convenient to those who It was not convenient to those who thought of the same sum, for

instance, as 173,000-odd pesetas.

At which point, had the demands for a better yardstick seemed merely jocular, I would have taken the topic no farther. But as most of them were evidently

m earnest, I told Mr McClime what had happened. As a result, Noble Lowndes has now devised a more widely applicable way of deciding who files high. While more complex than the old rules of thumb, the new measure can be quickly worked out from professionally compiled have surveys

compiled pay surveys.

An idea of how it operates can
be gained by first visualising a ranking by pay of numerous people doing similar jobs, and focusing on a person a quarter way down from the top who, although earning less than the 25 per cent placed higher, gets more than the 75 per cent below. That person's earnings represent the "upper quartile" pay figure for the ranking.

figure for the ranking.

The next step is to visualise the same people ranked by age, but this time to focus on the person a quarter way up from the bottom who, although senior in years to the 25 per cent underneath, is younger than the 75 per cent placed higher. That person's age is the "lover quartile" age for the group of similar workers.

The new sense starts out by

The new gauge starts out by defining high-fliers as people no

for their group, who are earning age for their group, who are earning at least the upper quartile pay figure. Naturally, if left just like that, the measure is guilty of the same sin as the 1960s yardstick. Nobody above the lover quartile age can qualify for the title.

But the sin can be wiped away

but me an can be when away by simply dividing the upper quartile pay by the lower quartile age, which results in a "pay/age ratio" expressed in money. The ratio expressed in money. The ratio acts as a threshold figure for identifying high-fliers. No matter how ancient people are, if they are earning at least that sum for every year since their birth, they are flying high. Moreover, the ratios can be used for broad-brush international commarkers by convenient national comparisons by converting them into other currencies at prevailing exchange rates.

As an illustration, Noble Lowndes has applied the gauge to its latest pay survey covering nearly 300 companies in Britain. The money criterion is total cash pay — salary plus bonuses and suchlike — and the results for chief executives and heads of a range of specialist departments are shown

All industry & commerce City banking sector Upper Lower High-dy Upper Lower High-fly Type of manager quartile quartile quar- psyluge quarpay/age cash pay tile cash pay £ age 134,750 Chief executive 97,000 Finance head 65,000 1,711 63,000 1,800 Personnel head 51,500 1,250 Seles head 47,500

For cross-country comparison, multiply ratio by amount of local currency exchangeable for \$1

1.105

in the table above. It first gives the two quartile figures and the ratios across all industry and commerce, including City of London banking. Then it does likewise for the City concerns in isolation.

In every case the high-flier threshold is above the rule-of-thumb 1100 for each year lived.

D-P head

51,000

42,000

thumb £1,000 for each year lived, and is over twice as great across all the chief executives. For the City chiefs, the ratio bears out readers' claims that the old figure would sometimes need to be trebled.

Since Noble Lowndes cannot

supply matching pay and age

statistics for other countries at present, international comparisons must be distinctly uncertain. But on the evidence of separate surveys, only four European countries appear to have sterling-equivalent thresholds for all types of chief executives which are lower than Britain's ratio. They are Ireland, Norway, Greece and Portugal, whose thresholds range respectively downwards from about

66,500

The Swedish and Finnish ratios are only a little above the British figure at approximately £2,400. But

thereafter the threshold rises successively higher through Luxembourg, Belgum, Spain, the Netherlands, Denmark, France, Italy, Austria, and West Germany, to peak at £3,600 in Switzerland.

Editorial leader

RECRUITER John Courtis seeks a managing editor for a London publishing company he may not name. He will honour applicant's requests not to be identified to the

employer at this stage.
The company produces booklets, brochures and newsletters, both on its own behalf and for over 150

strength is in accountancy.

Candidates should be either journalists with editing experience and knowledge of accountancy and management, or technically knowledgeable accountants with an active interest in publishing

Starting pay up to £30,000 with negotiable perks. (But no company car without salary deduction until success over first year has led to promotion to editorial director.) Inquiries to John Courtis and Partners, 104 Marylebone Lane, London W1M SFU; telephone 071-486 6849, fax 071-487 4600.

Michael Dixon

BANKING FINANCE & GENERAL

itzerland



European Equity Fund Manager

UBK is a London based institution which has a well established presence in the International Capital Markets. We are currently looking to fill a vacancy for a European Equity Fund Manager within the fund management division.

The successful candidate will have a minimum of 2 years experience in equity fund management or analysis, and have covered the UK and/or some other European countries. Additionally, some knowledge of equity derivatives will be useful.

A competitive salary will be offered together with full banking benefits including car and performance bonus.

Please address your replies in confidence to:

Angela Youels, Personnel Manager, The United Bank of Kuwait PLC, 3 Lombard Street, London EC3V 9DT.

Appointments Advertising

appears every Friday in the International Edition

Thursday (in the UK Edition)

in North America please call;

JoAnn Gredell

or write to her at 14 East 60th Street

ednesday,

For further information

212 752 4500

New York, NY 10022

FINANCIAL TIMES

Barr Rosenberg European Management Limited

Marketing Director

New Venture

UK/Continental Europe

This position offers a unique opportunity for an ambitious and dynamic marketing professional to bring some of the best quantitative fund management products to the most rapidly growing segment of the UK and continental European-Institutional fund management

Rosenberg is arguably the most successful quantitative fund management company operating today. They have developed a unique name in the United States and have been operating successfully for some time in Japan. They are now opening London operations to manage funds both in the UK and Continental Europe, and to market their worldwide fund management series to these markets.

They are seeking a senior Marketing Professional to provide the centre point for this effort. He/she will report to the Chief Executive.

The ideal candidate will have a strong marketing background and experience in the Investment industry or an allied area, such

OVERTON SHIRLEY & BARRY

as Financial Management Information, or Specialist Financial Services would clearly be an advantage. The successful candidate is likely to be an EEC national. but this is not essential.

Aged 28-45, you will have sound professional qualifications and will combine marketing flair with a strong and outward personality and a bellef in 'excellence'. Rosenberg employ some 35 people in the US and their belief is, therefore, in the concept of high individual contribution within a closely knit team. The person appointed will have the opportunity to spend 2-3 months in California with this team in order to become a

The initial remuneration, which will be generous, will be in line with potential contribution.

> Please reply in the first instance to John Denny. quoting reference 1024, at Overton Shirley & Barry, Prince Rupert House, 64 Queen Street, London, EC4R 1AD. Tel: 071 248 0355.

INTERNATIONAL SEARCH AND SELECTION

International Institutional Marketing

Investment Management Group South East

from £30,000 + Excellent benefits

Our client enjoys an enviable reputation in investment circles for consistently good fund performance and efficient client servicing. These factors have resulted in a dramatic growth in their institutional client base, particularly U.K. pension fund and international client portfolios. The new position of Senior Marketing Manager has been created to support the activities of the pension fund and institutional business by bringing a sharper focus to future marketing

Reporting at board level, your overall brief is to design and implement an innovative marketing campaign for the Institutional sales division. More specifically, you will manage a small marketing team and be responsible for marketing services support, particularly design, literature and

CONTRACTOR AND CONTRACTOR CONTRAC

media work. This will encompass our client's activities in Europe, the Middle and Far East. This important role demands an

individual with a strong marketing background preferably gained in an institutional pensions environment. You are probably a graduate in your late 20's or 30's with proven copywriting and organisational skills. Knowledge of another language would

The package reflects the seniority of the post and includes a company car, substantial profit share and non-contributory health insurance and pension schemes

For a strictly confidential discussion clease telephone or write to Robin Douglas at FLA, 16 Old Bond Street, London, WIX 3DB. Tel: 071-491 3811, quoting reference 1336.



AND CONSULTANCY

NEW YORK BASED INTERNATIONAL LAW FIRM

requires barrister or solicitor for its London representative office. Applicants should have strong academic credentials and seven to ten years commercial/tax experience. Salary negotiable and commensurate with experience. Please submit curriculum vitae and salary nequirements in confidence to requirements in confidence to

Box A845, Financial Times. One Southwark Bridge, London SE1 9HL.

WE CAN TELLYOU WHAT YOU CAN DO! Our tests of aprinude and interests reveal your strengths, and which career will give you most satisfaction. Find our at any age what you really can do.

CAREER ANALYSTS
OG Gloscester Place, W1.
O71-935 5452 (24 hrs).

EQUITY SALES & RESEARCH to £100,000

Pan-European and cross border expansion has led several leading International Securities Houses to review recruitment regularments in selected areas of their worldwide networks. We would welcome serious approaches from established individuals with a minimum of 2 years institutional sales approaches from established individuals with a minimum of 2 years institutional sales appreciate in Spanish, French, Swiss, German and Italian equities or their related derivative products.

Applications are also invited from experienced Japanese Equity Sales people and those with exposure to European Equity Research Control the sales of particular interest are Germany.

Research Geographical areas of particular interestane Germany

Attractive remigneration packages including generous basic salaries and profit related bonuses are available to successful

For an initial confidential discussion, please contact Michael Brennan.

ACCOUNT MANAGERS **Commodity Finance**

Crédit Lyonnais has established in London a respected reputation for its professional and constructive approach to a diverse range of corporate clients.

We have a long standing involvement throughout our worldwide network in the financing of the commodity trade. We now wish to strengthen our existing teams with the appointment of two Account Managers each reporting to the Head of their respective commodity teams. Both positions involve servicing the needs of established clients in the UK and developing new relationships by means of a demanding calling programme.

You will have a sound appreciation of credit analysis and the assessment of risk, particularly with regard to the financing of international trade.

A good working knowledge of international banking operations would be an advantage and your experience will include marketing of banking services to a wide range of corporate clients.

Our approach will give you a high level of personal

responsibility for your clients, and it is unlikely that you would have the maturity and experience necessary for this role if you are under 26. Our remuneration terms, which place emphasis on performance against individual and group targets, are competitive and if you wish to develop your

career with us then please write with full details of your experience to date to: Sue Randall, Senior Personnel Officer, Crédit Lyonnais, PO Box 81, 84-94 Queen Victoria Street, London EC4P 4LX.



JAPANESE WARRANTS/EMERGING MARKETS INSTITUTIONAL SALES

SINGAPORE & AMSTERDAM

OTE £100,000

OUR CLIENT

 Highly successful
 Specialist boutique
 Based in Amsterdam • Office in Singapore • Concentrating on Far East emerging markets and Japanese Warrants and equities.

THEIR REQUIREMENT

 Salespeople with several years' experience of these markets • A strong client base in Europe or Asia • Confident and conscientious personalities • Ambitious and rewardorientated.

REMUNERATION

• High basic salary; High Commission.

For a confidential discussion, please contact Stuart Clifford or Christopher Lawless on 071-831 9988 (or 071-834 1832 evenings/weekends) or write to The Bloomsbury Group, 11th Floor, New Oxford House, 137 High Holborn, London WCIV 6PL.

AND SAM

CREDIT LYONNAIS

EXECUTIVE - SEARCH - & - SELECTION - CONSULTANTS

Business Development Manager

INSURANCE - LATIN AMERICA

A leading British insurer, committed to a successful global presence, seeks a Business Development Manager to advance its Latin American interests. A new job has been created within the Head Office management team located in the Home Counties of England, for a manager to develop the Company's expansion programme in Latin America. The person appointed will build on an existing mainly non-life base but will also be expected to examine the potential for life assurance. The successful candidate will ideally have experience in transacting non-life business in Latin America and be fluent in Spanish or Portuguese. He will need both entrepreneurial and management skills and the ambition to progress in a structure that will offer excellent

opportunities for advancement in the medium term. The travel commitment is substantial but the overall attractions of the job, together with the coreer prospects, make this an extremely attractive appointment. Please send full personal and career details in confidence to Robin Alcock, Coopers & Lybrand Detoitte Executive Resourcing Ltd, 76 Shoe Lane, London EC4A 3JB, quoting reference HS713 on both envelope and letter.

Investment Management

Fixed Interest & The Broader View

The City

aged mid-30's

We have been retained by an International Insurance Group to help recruit a fixed interest fund manager who wishes to broaden his/her career into overall investment strategy, including asset allocation across sterling. multicurrency, cash and equity funds. The person will be appointed Deputy Investment Manager within a professional team. There is considerable scope for career development.

The role will involve the management of fixed interest funds and the development of investment policy: Good presentational skills are required. Analytical ability is essential, as is a sound OVERTON technical knowledge of both the UK fixed Interest market and the factors driving SHIRLEY

international currency and interest-rate movements.

The Group seeks a person with a first and possibly second degree, preferably in a mathematics economics related subject, and a minimum of five years relevant experience in international and/or UK fixed interest fund

Remuneration is expected to be in excess of £50,000 plus generous benefits, including a bonus, car and mongage subsidy:

Please write in the first instance to John Denny, quoting Ref. 1026 at Overton Shirley & Barry. Prince Rupert House, 64 Queen Street, London EC4R 1AD, Tel: 071-248 0555.

would be advantageous.

importance attached to this position.

confidential

FINANCIAL ANALYSTS

leading global investment bank, our clients are in the process of developing an already successful marketing strategy. The aim is to expand the bank's activities in both Western and Eastern Europe.

To help ensure the success of these new developments, our clients are seeking a number of

Financial Analysts. Whilst you might come from any one of a variety of different backgrounds, it is essential that you can demonstrate an ability to generate significant new business from within the capital markets. In addition to an excellent academic

background, you will, ideally, have a specific business qualification and good conversational skills in at least one other European language.

With a requirement for professionals of the highest calibre, our clients are willing to negotiate appropriate remuneration packages.

in the first instance, please send a full CV (together with a separate list of companies to whom you would not wish your application to be forwarded) to Joy Gelardi, Riley Advertising Limited, 159 Hammersmith Road, London W6 8BS.

Please quote ref. FT/469.

LONDON KDINNUNGN BIRMINGHAM LEEDS



Canada Life Assurance, with world wide assets exceeding £7 billion has a challenging opportunity within the Investment Department located at our City offices in Cannon Street.

Reporting to the Equity Manager and working as part of a talented and

professional team you will handle day to day management of specific UK and Irish equity portfolios. Making a strong strategic contribution

to the fund operation in these areas, your day-to-day brief will extend

from researching and monitoring individual companies to trading

The position represents an excellent career move for a graduate

calibre individual with 18 months + experience as a Sector Analyst or

Junior Fund Manager in Institutional Investment, Some experience of

Irish equities and/or smaller companies would be useful but not

We offer a competitive salary dependent on ability and experience

and the benefits are those expected of a major financial organisation.

In the first instance please write in confidence with full personal and

career details to Ms Penny Wynn, Personnel Assistant, Recruitment, or

telephone for an application form to Mrs June Huke, Personnel

Department, Canada Life Assurance, Canada Life Place, Potters Bar,

stocks and reporting on fund activity and status.

WCASTLE HOTTINGHAM MANCHESTER

Herts EN6 5BA, Tel: 0707 50877. (24 hour answerphone).

If you feel you can meet this challenge then contact Niall Macroaughton on 071 248 3653 or write sending a detailed CV to the address below.

Alternatively use our confidential fax on 071 248 2814. All applications will be treated in the strictest confidence.

Young graduate banker with syndications experience

Loan Syndication

Tel: 071-248 3653

PSACE TO THE PROPERTY OF THE PARTY OF THE PA

76, Watling Street, London EC4M 9BJ

Our client is a AAA rated European bank providing fully

integrated investment and commercial banking services.

They have a strong London operation and offer a wide range

of financial products to blue chip clients based in the UK

Internal promotion has created the need for a young banker

to join the London Syndications Department. This team is

responsible for international syndicated credits covering a

variety of financial products originated in the corporate,

You will be aged 25-30, credit trained and possess

A 5 S O C I A T E S CONSULTANTS IN RECRUITMENT

Develop Your Accounting Career In A Commercial Environment

Excellent salary + benefits

property and asset-based sectors.

As part of a highly successful multi-national, Merck Sharp & Dohme are one of the world leaders in the development and manufacture of many pharmaceutical products. The Finance function of such a business is naturally a complex and demanding field requiring commercial expertise. To further enhance our performance, we are now seeking an enthusiastic Accountant to assist both in day-to-day operation and overall planning of our finance activities.

Based at our UK headquarters, your key areas of responsibility will include taxation, treasury and cash forecasting. In particular, your focus will be the cost-efficient and timely management of taxation procedures and forecasting - a challenge which will involve you in all aspects of corporate tax, VAT and personal tax issues. The role will demand close liaison with senior management and external agencies.

Hoddesdon, Herts To succeed, you will probably be a Part Qualified Accountant,

eager to move into a fast-moving commercial organisation that offers excellent training and full support for further study. Alternatively, you may be a time-barred Accountant with proven commercial expertise. Good communication skills and a sound understanding of taxation legislation and compliance procedures will be essential.

experience of both the syndication market and structured

finance. Marketing skills are also essential as you will be

required to develop new business and to assist in building

the bank's distribution capability. In addition, exposure to

leveraged transactions and knowledge of a foreign language

This is an excellent opportunity for an ambitious young

banker to gain an unusually high degree of front line

responsibility in a pre-eminent financial institution. There is

a very real opportunity for mpid career progression and the

attractive salary and benefits package will fully reflect the

This is an ideal opportunity to broaden your accountancy skills in an internationally-orientated commercial environment. The rewards for achievement are excellent and include a highly competitive salary and generous company benefits, including relocation assistance where appropriate.

Find out more. Telephone Mavis Prior, Personnel Manager – Hoddesdon Site on (0992) 452253 or write to her at Merck Sharp & Dohme Ltd, Hertford Road, Hoddesdon, Herts EN11 9BU.

MERCK SHARP&

A Geneva based multi-national organisation with

Canada Life

- a CHIEF EXECUTIVE for its Shipping Company. The candidate must be of the highest calibre with a track record as Chief Executive of a shipping company, implying both in-depth and broadly-based knowledge of shipping.

diverse interests in banking, shipping, oil/refining

and major resorts and hotels is seeking

- a DIVISION MANAGER for its banking activities. The candidate must have been General/Branch Manager of an internationally accepted banking institution, and have in-depth knowledge of banking

- a CHIEF EXECUTIVE for its Oil & Refining Division. The candidate must have a proven track record within the oil refining industry, with in-depth knowledge of crude oil refining and marketing in both the USA and Europe.

Applicants should be between 40-55 yrs of age and be highly motivated self-starting professionals. This position will be based in Geneva and will report directly to the Chairman and Chief Executive of the Group. Ability to motivate those around him/ner and communicative skills are imperative.

The right candidate will find compensation and benefits commensurate with the high level of responsibility and management skills required by his

If you are interested, please submit a handwritten application with curriculum vitae detailing your qualifications and experience to Cipher B.18-118660 Publicitas, CH 1211 GENEVA 3.

Jonathan Wren Executive -FUND MANAGEMENT

HEAD OF FIXED INCOME

A leading international bank is looking to appoint a high calibre individual both to lead the team managing its multicurrency portfolio valued at \$1 billion, and to play a part in the bank's worldwide investment policy.

A major feature of this role will be to generate new business by meeting the needs of both existing and prospective clients through the development of new investment products. Candidates will thus need to be able to demonstrate a successful investment record, combining the application of quantitative techniques and derivative products as well as fundamental analysis.

To meet the requirements of this challenging opportunity it is unlikely that the successful candidate will be earning less than £60,000. A generous benefits package will be offered.

> Please contact Martin Symon on 071-623 1266 or fax your c.v. in confidence on 071-626 5258.

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

No. 1 New Street, (off Bishopsgate), London EC2M 4TP Telephone: 071-623 1266 Fax: 071-626 5258

INTERNATIONAL MERCHANT BANKING COMPLEX PROJECT FINANCE

EXCELLENT PACKAGE

AGE: 24-28

Chartered WestLB, the European merchant banking arm of Standard Chartered and Westdeutshe Landesbank, is one of the leading merchant banks in advisig on and the structuring and financing of large, complex, domestic and international projects often on a limited recource basis utilising the full range of sources of finance.

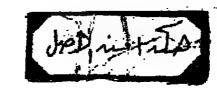
It has an opening for an exceptional young professional within this challanging area of business to work initially in the quantitative and financial modelling aspects of the activity and eventually on all facets of the project and financing process.

The successful candidate will have gained a good degree and subsequently added 2-3 years relevant experience, perhaps including training in accountancy or an MBA. A thorough background in financial analysis and highly developed numerate and financial modelling skills are essential.

A highly competitive salary will be paid together with normal banking benefits. Career and salary progression would be based on performance.

Please reply in confidence enclosing a full c.v. to:-

Peter Llewellyn, Assistant Director, Personnel, at Chartered WestLB Limited, 33-36 Gracechurch Street, London, EC3v 0AX or Telephone on 071 220 8547



FINANCIAL TIMES FRIDAY JUNE 22 1990

S.G. WARBURG & CO. LTD.

FOREIGN EXCHANGE DEALER

We are seeking an experienced dealer to join our small but active team.

The ideal candidate will be an all-rounder with at least 4 years experience, including spot trading. Self-motivation, the ability to communicate at all levels and assume responsibility quickly in a stimulating environment are essential.

Applications, enclosing a curriculum vitae, which will be treated in strict confidence, should be sent to:

> Anita Sprules, Director, Personnel Department. S.G. Warburg Group Management Ltd., 1 Finsbury Avenue, London EC2M 2PA

Appointments Advertising

appears every Friday in the International Edition

Wednesday, Thursday (in the UK Edition)

For further information in North America please call:

JoAnn Gredeil

212 752 4500

or write to her at 14 East 60th Street New York, NY 10022

FINANCIALTIMES

ができる。自己は大学などのでは、大学では大学のでは、自己は、一般には、一般に大学の大学を

International Investment Analyst

Central London

Our Client is a substantial private investment group with both direct and portfolio interests in Europe, North America, and the Pacific. It is now strengthening its internal analytical capability.

A high calibre individual is sought to help select and evaluate potential investments in both private and quoted companies, which are varied by type, size and industry, and are truly international in scope. The opening will appeal to somebody who enjoys working in a small team where there is a high degree of independence and responsibility. Industry, competitive, and company research, financial modelling and valuations are important aspects of the job.

You will also help monitor the performance OVERTON of the full range of the group's investment activities and should, therefore, have a good SHIRLEY

understanding of financial markets.

Probably in your late 20's or early 50's and a graduate, MBA, or otherwise qualified, you will currently be working within a commercial organisation which has a reputation for its professionalism and high standards. You must be able to demonstrate successful evaluation of a variety of businesses or investments. Strong analytical and communication skills are essential, as is sound commercial judgement.

A competitive remuneration package including a discretionary bonus and other benefits will be offered.

Please write in the first instance quoting reference 1027 to John Cameron, at Overton Shirley & Barry, Prince Rupert House, 64 Queen Street, London EC4R 1AD, Tel: 071-248 0355.

Investment Manager

The Company is Trustee for several Shell pension funds whose investment portfolios, in excess of £700 million, are invested globally.

The Investment Manager is required to implement the investment policy of the Funds as established by the Company's Board of Directors. The prime responsibilities of the Investment Manager

- to report to the Investment Committees of the funds and to the Board on future investment
- to direct the investment activities of the pension funds;
- to trade day-to-day in the investment markets in which the Funds deal; and

- to maintain sound working relationships with brokers in overseas investment centres.

Applicants must be professionally qualified and have ten years' experience in international fund management and of investments in stocks, bonds and currencies. Written evidence should be submitted by the applicant of his or her investment performance over the preceding five years.

The position is a senior appointment within the Shell organisation in Bermuda and commands an excellent solary for the applicant with appropriate qualifications and experience. Solaries are tax-free as Bermuda has no personal income tax, and the standard of living is very high. Please apply (in confidence) in writing, stating age, qualifications and experience to:-

The General Manager, Ref. 18/90, Shell Trust (Bermuda) Limited, Shell House, Ferry Reach, St. Georges, Bermuda.



Royal Dutch/Shell Group

NatWest **International Trust Corporation** (Isle of Man) Limited

TRUST PERSONNEL

NatWest International Trust Corporation, a leading international Bank and Trust Company has vacancles for Trust Personnel at varying levels of experience in its late of Man office. The successful candidates will enjoy the opportunity of working in an offshore financial centre which is recognised for its standard of living and environment.

Applicants will either hold the ACIB Trustee Diploma or ACIS, or will be partqualified. A minimum of 5 years in administering Trust and Executorship cases will be required.

Attractive salaries, benefits and relocation packages will be offered.

Send detailed Curriculum Vitae to:

The Personnel Manager NatWest, International Trust Corporation (Isle of Man) Limited, PO Box 59 33 Athoi Street, DOUGLAS, Isle of Man. or Telephone 0624 27124 for further information

FINANCIAL ANALYST

London

fticorp is one of the world's largest financial institutions, with offices in over 90

knowledge of the U.S. markets in treasury bills, notes and bonds. You'll also need

We are seeking an experienced fixed income analyst with a thorough

Countries and assets in excess of \$200 billion.

EUROPEAN **EQUITIES TRADER**

Expanding international brokerage firm seeks bright, young trader. Qualified candidates should have two years experience in European squines and knowledge of cleaning procedures. Age 22-28. Salary associable.

Write Box A834, Fina One Southwark Bridge, LONDON. 581 9HL

MAVERICK

PROFESSIONAL

Executive Search/Recruitment Consultants in Australasia, N. America and Far East

ons on international elecement of actuaries. Counci Eveline Vez or Rapert Emerson Vincest Raight Sanches 106 Kingston Road, London SW19 112

U.K. EQUITY Market Maker, 23 with 3 years trading experience on active book seeks front office position in this or other market. Open to suggestions. Write Box A851, Financial Times, One Southwark Beidge, London SEI 9HL

Intelligent, Capable "Self-Starter"

Can be trusted to put things into action due

Woold like interesting mywhere. Possible was nore. Possible management side, ting manager or business essenter

Tel: Douglas Mann (850 841) 8181

FINANCIAL FUTURES AND COMMODITY BROKER

Well established futures and options broker is looking for young, well-spoken sales people who have an interest in financial and world affairs and want to join our team. Excellent properts for the right length of and want to join our team. Excellent prospects for the right individuals.

Standard & Poor's **Credit Rating Specialist**

£Excellent

Dynamic Organisation

Standard & Poor's is one of the world's foremost rating agencies. Due to expansion of the London office there is now a requirement for two credit rating specialists to join the Public Sector Group of the International Finance Department. This group is responsible for analysing and rating sovereign governments, supranational entities, government owned companies, municipalities and utilities in Western Europe.

Utilities Analyst

The successful applicant will be working on rating debt issues by water, gas and electricity companies in the UK and Western Europe. Ideally you will be currently working in the finance function of a utilities company, a regulatory body (dealing with economic regulation of utilities) or a financial institution focusing on these industries.

Sovereign Analyst

The main role is to rate debt of sovereign governments and sovereign supported entities throughout Europe. It will involve analysing a diverse and complex group of debt issuers in over 20 countries. Applicants will have experience in country risk analysis gained from a role in a government department or international bank and a sound training in economics or political science.

For both positions applications are sought from graduates, in a relevant discipline, in their late 20s to early 30s who are fluent in French or German. Due to the high profile nature of these roles, applicants must have excellent written and oral communication skills, strong interpersonal skills and be confident self-starters. There will also be extensive travel opportunities with initial training being undertaken in New York.

The corporation offers an attractive remuneration package based on a generous basic salary reflecting

Interested applicants should write to Ann Semple enclosing a full curriculum vitae and details of your current remuneration package to Michael Page City, Page House, 39-41 Parker Street,



Head of Credit

Our aim is to grow our existing Investment banking and trading presence within the London market and in Europe. with the products which will give market share and profitability. As one of the ten largest North American banks, we have the balance sheet power and the commitment to increasing our human resources to

We are seeking an energetic but cool headed individual who will enjoy being right within the dealing and trading environment as Head of Credit, investment Banking. He or she will provide assessment and credit authority for foreign exchange money market, swaps, options and derivatives ensuring that our volume growth and reward

under 40 and have good credit understanding ideally, but not limited to, an Investment banking background, and the ability to "call" on trading actions before and after they are carried out, Knowledge of some or all of the products involved and the markets is important but secondary to the desire to provide quality management of this key area of our future growth. For the right person, salary and benefits will reward

both experience and responsibility. Please apply with your C.V. and current package to M.G. Piltchard, Head of Hurnan Resources, Canadian Imperial Bank of Commerce, Cottons Centre, Cottons Lane, London SET 2QL



Canadian Imperial **Bank of Commerce**

is matched with risk quality.

Derivative Products Sales and Marketing

Futures and Options

A major U.S. Investment House has a requirement for a Futures and Options Specialist Salesperson. He/she should have at least 2 years experience in marketing to European Institutions and be fluent in German, An in-depth knowledge of Bund Futures and MATIF contracts, combined with experience in OTC products is essential. This position offers candidates an excellent

Commodity Swaps and Options

The newly created Commodity Risk Management Department of a European Institution requires a highly motivated marketing professional. The successful candidate should have a good understanding of the technical applications of Options, Swaps and Swaptions etc. and be experienced in marketing price and risk management services to a range of commodity producers and consumers.

opportunity to join one of the leading names in the market.

A large UK Institution is seeking an experienced individual with the ability to develop business onto the MATIF. Fluency in French is preferred but consideration will be given to non French speaking salespeople able to demonstrate an in-depth knowledge of the major products traded on the Paris Market — particularly Options on French Government Bonds.

Futures and Options Broker

plus Banking Benefits

Our client, an International Securities House, which is in the process of expanding its Futures and Options Operation, requires an experienced Salesperson. The successful candidate in his/her mid to late 20's should have 3-5 years experience in Futures and Options Sales. Preference will be given to individuals with a strong Options bias who are capable of putting together strategies for new and existing

For further information please contact Trish Collins or Barbara Mackney on 071-929 2383.



Fourth Floor, No. 1 Royal Exchange Avenue, London EC3V3LT. Tel. 071-929 2383 Fax: 071-929 2805

reer la

ent House when Her

Company of the second $\|J_{k,k}^{(k)}\|_{L^{\infty}(\mathbb{R}^{N})} \leq \|J_{k,k}^{(k)}\|_{L^{\infty}(\mathbb{R}^{N})}^{2(k+1)}$

4 484 59

AN' BANKING

الموسد الموس الموسد الموسد

The second secon . معرو

Gtibank House, 336 Strand, London WC2R 1HB.

both Europe and North America.

Citicorp Citibank

experience with supranational securities, Including World Bank and IADB, and other Washington DC federal agencies, You will be a numerate Economics or Business graduate with proficiency in at least one major European language. It's essential that you have strong analytical and interpersonal skills and familiarity with the cultures of

This position carries an excellent salary and benefits which include subsidised loans and mortgages, free health insurance and non-contributory pension scheme. Please write with full career and salary details to Nicola Strong, Gtibank NA,

Major UK plc

to £30,000 package

West Kent

New role to join pension fund management team of leading industrial pic (£1.3bn t/o). Continuing acquisition and repositioning programme adds to challenging variety of projects already facing progressive fund. Considerable negotiation with external professionals. Close-knit, collegiate department with informal environment. Leading-edge, high value-added work. Powerful positioning towards PMI Fellowship. Significant opportunities for travel. Attractive benefits.

Reporting to Pensions Manager with key

responsibility for integration and resolution of pension funds from acquisitions and disposals.

 Implementing and monitoring innovative communication and presentation programme to members and special interest groups.

 Technical and legal stewardship of individual schemes, alive to national and European legislation.

QUALIFICATIONS ■ Late 20's-mid 30's, seasoned, capable pensions practitioner, probably from leading consultancy or acquisitive major plc. APMI essential.

Broad exposure to current issues. Demonstrating high order of technical & legal competence and accounting flair. Self-starting, creative and practical. Problem solver

with diligence and initiative. Persuasive and articulate communicator with relish for a challenge.

Please reply in writing, confidentiality assured, enclosing full details to: Ref. F32160L, 3rd Floor, Brook House, 113 Park Lane, London W1Y 4HJ.

London 071-493 1238

The Selection Division of Spencer Stuart & Associates Ltd

061-941 3818

Manager - UK Corporates £45,000 International Bank seeks an exceptionally talented individual, aged

mid late 30's, to manage its expanding UK Corporate division. Able to demonstrate sustained portfolio development within a similar organisation, the appointee will have substantial exposure to large and middle-market UK Corporates along with strong line-management skills.

Marketing – Capital Markets \$35,000

International Bank with a high profile in Capital Markets trading seeks a graduate with three years' Capital Markets experience from a similar, leading institution. Essential knowledge should include Eurobond lead and co-managed issues, off-balance sheet products and treasury instruments. Applicants must be able to demonstrate a consistent and dynamic track-record in the generation of new business.

Risk Management

US Investment Bank requires a Credit Analyst to evaluate counterparties, establish appropriate limits and monitor trade positions for clients of its Capital Markets trading division. A minimum of two years' credit analysis experience with a major commercial bank should preferably include a formal credit training and the ability to apply analytical skills to firms in a wide variety of businesses and countries. Language skills preferred.

Credit Analyst

Graduate with knowledge of credit analysis gained from a management trainee scheme sought by UK Merchant Baok. The role will encompass balance sheet analysis, drafting of facility letters, reviewing monitoring of existing facilities and submission of proposals to Credit Committee. An additional European language is highly desirable.

For further information please telephone or send your C.V. to Jaslin Rouse Associates (Financial Recruitment Consultants), Bell Court House, II Blomfield Street, London EC2M 7AY. Tel: 071-638 5286 Fax 071-382 9417 Corporate Finance

City Bank with substantial involvement in Corporate Finance seeks to appeint on Assistant Manager with responsibilities to carry out front the religionent and deal analysis of prospective leveraged fransarisers, MBO's, MBI's structured scheme deals and M and A. One was experience should include each fans analysis and computer modelling.

Marketing Officer

Due to a major expansion, leading international Rank requires a Marketing Officer to promote the hank's lending and treasure services to UK Corporates. The appointer will, in addition, assess the credit amplications of Chents and make recommendations to management regarding new and continuing facilities. An astate awareness of new nducts and considerable marketing fact are prerequalles

SWAPs Documentation

US Investment Bank seeks a technician to control SWAPs and Euroboad new issues whose skills include the drafting and negotiation of ISDA documentation. The review and approximent of situable lawyers, printers and fiscal agencies will be a major responsibility. Three years' relevant experience required and additional knowledge of Eurobend new resurs is highly desirable.

\$20,000 **UK Equity Analyst**

European Asset Management Company seeks to strengthen its expense in UK research with the appointment of an additional analyst. Jording as a key member of the Iram, the successful individual will be a graduate aged ly mad 20's, able to demonstrate an excellent track record of effer hise stock analysis with particular emphasis on the UK equity markets

£20,000-£45,000

We are currently seeking to fill sciencies at all levels with a number of major players in the aerospace finance sector. Sustable candidates will prohably be franch speakers, graduates, with provise medit skills, supported by 1 to 4 years' relevant credit skills, supported by 1 to 4 years' relevant credit stratiques' marketing experience. The positions ofter excellent carrier progression within established teams, building upon oxisting reletaorships and developing new

RESEARCH ANALYST c £40,000

On behalf of a prime British merchant bank, we seek a graduate probably aged 24-30 with an enablicial background gened at the Cely to join its highly successful MrA beam. The function is highly pro-active

SUCCESSION NAME DESTIT THE NUMBER OF THE STATE OF THE PROPERTY OF THE PROPERTY

Money Markets Dealer

Look beyond the square mile

Competitive salary, company car + financial sector benefits Northampton

Nationwide Anglia is one of Britain's leading financial services organisations with assets exceeding \$26bn. We have recently relocated our Treasury Operation to our Administration Centre in Northampton. Heavy investment in the latest technology and a purpose built dealing room has created an excellent working environment for an experienced Dealer, looking beyond the City, to further his/her career.

You should have a wide understanding of the markets gained through a minimum of 3 years' dealing experience and preferably a good working knowledge of the Sterling & Dollar Commercial Paper Markets.

Preferably educated to degree level you must be confident,

comfortable working in a team environment and have good all round technical knowledge.

In addition to the attractive earnings package, benefits include fully expensed company car, concessionary mortgage, BUPA and generous relocation assistance to an area boasting excellent housing, high quality lifestyles and good links to the Capital and other regions.

Please write with full CV including details of present salary to: Richard Wharton, Personnel Administration Manager, Nationwide Anglia **Building Society, Chesterfield** House, Bloomsbury Way, London WCIV 6PW.

Nationalde Anglia is an equa-osportunities employer.



Nationwide Anglia Building



Corporate Business Development Executive

Birmingham Based,

ACIB

To £35,000, Car, Full Banking Benefits This international bank, one of the top ten in the world, has recently opened an office in Birmingham in order further to develop its expanding corporate lending book. Reporting directly to the Chief Representative you will negotiate substantial facilities and credit lines at boardroom level with major blue chip companies and other leading corporate citents.

citents. Probably aged between 27 and 35 and highly self-motivated, you will be an ACIB and preferably a graduate, with an excallent track record in investment or corporate banking. In particular you must be a fluent and confident communicator, with the personal presence necessary to negotiate at all levels of sentor management, backed by in-depth marketing experience and a positive, innovative approach to business development in the field of corporate finance.

finance.
This is an excellent opportunity to join a major financial institution in the latest evolutionary stage of its development within the UK. For the right individual it will prove an irresistible challenge, offering significant career progression and rewards in one of the country's fastest growing financial centres.

Male or female candidates should submit in confidence a comprehensia Male or remaie candidates social stomit in confidence a comprehensive c.v. or telephone for a Personal History Form to, J. Jenkins, Heggett Bowers pic, 13 Frederick Road, Edghaston, BIRMINGHAM, B15 1/D, 021-458 7575, Fax 021-454 2338, quoting Ref. B23024/FT.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBREDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST. ALBANS, SHEFFIELD, WINDSOR and EUROPE

German and Spanish/Italian M & A

Age 28-35

£ V Good

Our client, a major UK Merchant Bank seeks two individuals to join its existing European M & A team.

The key requirements for these

Knowledge of, and connections in the relevant market places.

Proven track record of trans-

acting in the relevant countries.

The positions are based in London and apart from an excellent negotiable package, including mortgage, car, bonus etc, will include relocation expenses if necessary.
Interested applicants should apply to
Mr Anthony M Justin at the following

The International Business Centre, Wells House, 77-79 Wells Street, Mayfair, London W1P 3RE Tel: 071-580 5522. Fax: 071-436 2596.



Specialist Recruitment Consultants in Corporate Finance

Investment Management

MARKETING MANAGER Edinburgh

Stewart Ivory is one of Scotland's leading independent investment managers, active in managing investment trusts, pension funds, unit trusts and private client funds.

A position has arisen for a marketing manager to promote investment products to professional advisers. The marketing manager will be conversant with all of the company's products, but the main emphasis will be to increase the number of advisers using our successful range of unit trusts.

Applicants are likely to be employed within a stockbroking firm or have had relevant experience of selling investment products.

The successful candidate will be young and energetic with the ability to communicate, and enjoy the challenge of building an extensive network of contacts throughout the United Kingdom.

The remuneration package will recognise the experience of the person appointed and the status of the position.

Please apply in writing with full CV to: D.J. Hume, Director, Stewart Ivory & Co. Ltd., 45 Charlotte Square, Edinburgh EH2 4HW.





COMMERCIAL LAWYER **GUERNSEY**

We are looking for a Solicitor with wide commercial experience and in particular with substantial experience in all aspects of the setting up of offshore funds. Given the right degree of experience, preference would be given to a person who has Guernsey residential qualifications. Salary and other benefits and the possibility of partnership will depend exclusively on the successful applicant's age and experience.

Please write, enclosing CV and current salary or partnership details to the Managing Partner, Ozanne van Leuven Perrot & Evans, Advocates, P.O. 186, St. Peter Port, Guernsey.

CORPORATE FINANCE ENTRY LEVEL THE CITY

Our clients both UK and US Merchant Banks, seek to appoint Newly Qualified ACAs or Lawyers with a first class academic track record for their Corporate Finance Departments. Salaries and banking benefits will be ensurate to gifted individuals.

Please contact or forward your resume to: David V. Paton who acts as advisor on these appointments to Hynes Associates Executive Search & Selection The International Business Centre, Wells House, 77-79 Wells Street. London, W1P 3RE. Tel: 071-580-5522, Fax: 071-323-1107

BANKING OPPORTUN AEROSPACE FINANCE - FRANCE/UK

PROJECT FINANCE £60,000-£75,000

Our client, a major European Bank, is seeking a semor project finance specialist to establish the bank's presence and reputation in the UK market. The sked candidate will have experience in power, minnig, pulp, paper and infrastructure and preference will be given to those who have previously set up such operations from scratch. Support will be available from an established literal Office fractions.

BUY OUTS - GERMANY

This entrepreneured and innovetive leader in the development cepital/mezzanine and leveraged debt market place seeks a young corporate finance executive to join its team currently expanding into Europe. A sound academic background is required, as well as a knowledge of either the UK/Europe or US/Europe cross-M/A business and fluency in German, tes must be willing to travel extensively and retocate in due course.

UK CORPORATE BANKING

£40,000-£60,000 The Landon office of this family established major European bank wishes to recruit a senior corporate merketing seacutive with experience of corporate and swestment banking products. Probably in your 30's, you will assume strategic responsibility for improving an existing client base drawn from the top 500 and assist in the Group's expension plans, as they emphasise their merchant banking activities.

to £40,000

As a result of further expansion and increased commitment to Europe, this major international bank seeks an energetic professional to be strategically involved in the development of its infrastructure finance team. Aged to mid 30's, you will possess at least 3 years' expansively or project finance, which would steally include some exposure to the oil and energy excellent commitments.

es, pieses contect; lan Dodd or Richard Lygru INTERNATIONAL FINANCIAL RECRUITMENT CONSULTANTS

7 Birchin Lane London EC3V9BY



Tel: 071 895 8050

A member of The Devonshire Group Plc

UK EQUITY SALESMEN opportunity to **SWITCH to EUROPE**

Our client is a leading global securities house who wishes to increase the distribution of their institutions. They seek two thoroughly experienced selesmen to join their London

We invite approaches from highly motivated individuals who are excited by the scope that the European markets offer and seek the opportunity to switch markets with a major

For an initial talk in confidence please contact William Dickins, 20 Cousia Lane, London EC4R 3TE Telephone: 071-238 7307. Fax: 071-48U 1130.



SEARCH AND SELECTION SPECIALISTS IN SECURITIES AND INVESTMENTS

ETABLISSEMENT FINANCIER & PARIS

recherche,

UN(E) GERANT ACTIONS ETRANGERES ayant une bonne connaissance du marché allemand

Vous avez une expérience réussie de 3 à 5 ans dans une Banque ou un Établissement Financier (français ou étranger).

Cet acquis vous permettra de prendre la responsabilité de la gestion de nos placements en actions étrangères, principalement sous forme d'O.P.C.V.M.

Envoyer CV, photo et prétentions à: OFILVAMO - 1 rue Vernier - 75017 PARIS

INTERNATIONAL STOCKBROKER

requires to recruit Salesmen, Dealers and Analysts with extensive experience of far Eastern European or Australian markets. Candidates would be expected to be of University Degree standard, in their 20's or 30's with at least two years experience in the industry. Fluency in European or far Eastern languages is desirable. CV's should be submitted in writing to

> Write to box A853, Number One Southwark Bridge London SE1 9HL

INVESTMENT COMPANY LOOKING FOR FINANCIAL ANALYST

familiar with London market a must, and some international exposure. Salary (plus incentives) according to experience. Please send CV to Box A855, Financial Times, One Southwark Bridge, London SEI 9HL.

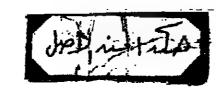
> NOMURA RESEARCH INSTITUTE **EUROPE LTD**

is seeking an English-Japanese translator, preferably with some knowledge of Economics and Financial Management. Word processing skills

would also be an asset.

Salary commensurate

with experience. Please reply with C.V. to Mr. S. Ishibashi, Losdon ECSR SAJ.



. .

ISLIN ROLL

man catholic and seeing

War in news

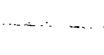
LESMEN

ROPE

First Party

 $\mathbb{R}^{r_{1},r_{2},r_{3}}\eta_{j}$

4 -



FINANCIAL CONTROLLER

S.E. Midlands/E. Anglia To £32,500 +car +benefits

This general management appointment within an autonomous division of a prominent consumer goods group gives full financial responsibility for a wide ranging and developing business. The operation has a turnover in excess of £100m.

The successful candidate's primary responsibility will be the provision of strict financial control. Particular emphasis is to be placed on timely financial reports, system development matters and support to operational management in the provision of essential management accounting information.

Applications are invited from ambitious and commercially aware graduate qualified accountants, in the age range 28-38. Apart from strong technical ability candidates must be able to demonstrate experience of computer development and implementation matters, staff management expertise and a record of achievement in substantial commercial organisations.

This outstanding vacancy is both demanding and challenging, gives excellent scope for continued career development and will appeal to dynamic, assertive and communicative individuals.

For further information please contact Malcolm J. Hudson.



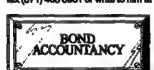
One of the leading players in worldwide public relations and business communications Is seeking to extend its already substantial exposure to the rapidly developing European marketplace. They need to recruit two young accounting professionals to be based in London but dealing with European operations.

CHIEF ACCOUNTANT EUROPE c£35,000 + CAR

EUROPEAN ACCOUNTANT c£25,000 + Car This key role is the prime link between senior management and the European operational offices. The emphasis will be on setting budgets and monitoring compiliance, reporting on accounting and business issues and developing reporting systems. It will require a young qualified accountant with several years post qualification experience in the service sector, ideally within this sphere of public materials.

This position offers an excellent opportunity for a newly qualified accountant to gain a rapid insight into commercial matters. Analysing operational expenditure budget and costs figures and preparing management accounts and financial statements, strong rication skills will be essentia

Please contact Mark Madeen, telephone (071) 829 8863 fex (071) 408 0961 or write to him at the address below.



RECOUNTMENT CONSULTANTS BOND HOUSE, 19-20 WCODSTOCK ST, LONDON WIR 1HF Tai: 971-929 8863

QATAR GENERAL PETROLEUM CORPORATION

The Offshore Operations of Qatar General Petroleum Corporation is responsible for the exploration, production and export of crude oil and gas from the offshore fields.

We are currently seeking to fill the following Senior Management Position reporting directly to the Finance Manager. Preference will be given to candidates with the desired qualifications but consideration will be given to applicants with lesser qualifications.

CONTROLLER FINANCIAL ACCOUNTS

The ideal candidate for this position will be a fully qualified Chartered Accountant with at least 10 years experience in financial and information systems, with some exposure to control and auditing requirements. Experience within an Oil industry environment would be added advantage.

The Corporation offers a very attractive benefits package including competitive tax free salaries, married status, education assistance, fully furnished and equipped accommodation, annual paid leave with air fares, excellent medical and recreational facilities etc.

Interested candidates should send a full Resome detailing current salary and salary history to JOHN STEVENS,



Team-Sel International Ltd. 148 King Street, Great Yarmouth, Norfolk, NR30 2PA

FINANCE DIRECTOR

Banbury

Our client, the largest division of a medium-sized Pic, specialises in the distribution, installation and service of a range of capital goods. With a wellestablished customer base and a reputation for quality products, a high level of service and good technical support, they are looking to grow the business both organically and through acquisitions. They now seek a director to assume responsibilities for the financial, administrative and data processing functions in this important part of the core business.

The appointee will be a qualified accountant, probably aged 30-40, with sound knowledge of financial and management accounting and previous systems development experience, ideally gained in a manufacturing or distribution environment. The ability to contribute to the business planning process is essential. Personal characteristics sought include drive, enthusiasm and excellent interpersonal and communication skills.

To £35K + car

A basic salary and bonus, negotiable to £35K, is offered together with a company car and the usual tringe benefits. Career development prospects are excellent in this growthorientated group.

For further details and an tion form, telephone 021 711 4035 (24 hours) or write in confidence with CV to Peter Page, Senior Recruitment Consultant, 3i pic, 31 Homer Road, Soliffull West Midlands, 891 SQA quoting



Stockbroking Financial Controller

City to £30,000 + car

Our client is a highly respected and well established private client broker and investment management house. They are currently undergoing substantial growth and have ambitious plans for the future. Consequently, they have identified the need to appoint a Financial Controller to assist the management team.

Reporting to the Chief Executive, the appointee will play a leading role in the financial control of the firm. It is envisaged that the position will grow in direct proportion to the growth of the firm, and Board prospects exist for the successful candidate.

Applications are invited from recently qualified accountants, aged between 24-32, with a keen interest in the City. The firm has a lively and energetic approach, and it is essential that candidates empathise with this exciting and stimulating environment.

Interested candidates who meet these criteria should send a comprehensive CV including current salary and a daytime telephone number quoting reference number LM203 to Carol Jardine, Spicers Executive Selection, Friary Court, 65 Crutched Friars, London EC3N 2NP.

SPICERS EXECUTIVE SELECTION AMERICAN SPECIA & OFFERING MATERIAL COMM.



AYLESBURY COLLEGE DIRECTOR OF FINANCE & RESOURCES

(Management Spine Salary Range £24,301-£26,901)

Required for January 1990 or as soon as possible before to take responsibility for Resource Planning with special reference to finance and management information systems.

Application forms and further particulars available from the Principals Secretary, Aylesbury College, Oxford Road, Aylesbury, Bucks HP21 8TD. Tel: 0296 434111

Removal allowance up to £7000.

Closing date: Tuesday 10 July 1990

APPOINTMENTS WANTED

EX GROUP FINANCE DIRECTOR C.A. (42)

20 years international experience in service, manufacturing inesses, publishing and banking.

Involved in company acquisitions, disposals, liquidation, formations and restructuring. Seeks challenging short/long term assignments snywhere in the

UK/Europe. Variable lenguage abilities. Write Box AS33, Financial Times, One Southwark Bridge, Loudon SE1 9HL

BANKING FINANCE & GENERAL

RISK MANAGEMENT -UK CORPORATE BUSINESS

UK Bank seeks candidate with appropriate accounting, banking and or receivership management skills within risk management department. Principal responsibilities will be evaluation of borrowers accounting systems, financial analysis and identification of credit situations requiring action plus inspection of pledged security. The successful candidate will report directly to a member of the executive managment.

Candidates will need to have well developed credit evaluation skills and relevant experience. Successful candidates will travel extensively visiting domestic clients several days per week. The position will suit a candidate resident in the Midlands or north of London. Frequent direct communicative skills are therefore essential.

The successful applicant will be offered a competitive salary together with all normal banking benefits.

Applications enclosing a detailed curriculum vitae should be addressed to Box No. A852, Financial Times, One Southwark Bridge, London SE1 9HL

MANAGING DIRECTOR

Required for pre-cast concrete manufacturing company based in South Wales.

Excellent opportunity as the company is geared for expansion.

Please send CV to Box A850, Financial Times. One Southwark Bridge, London SE1 9H1

ANGLO PIERSON OPTIONS

Traded Options Sales

Anglo Pierson Options Tid is one of the City's leading Traded Options specialist brokers operating on the LTOM It is now expanding its private client sales ream by three positions. Ideally candidates, should have at least two years relevant experience, be salt motivated, and have an established client base with which to maximise the advantages of our in-house to maximise the advantages of our in-house research

Applicants should contact: lan Rankine or Martin Price Anglo Pierson Options Ltd 99 Gresham St London EC2V 7PH

Tel: 071-600-1711

INVESTMENT AND FINANCE Board Level

A new Company (U.S. perest) providing investment management and related advisor services requires an Executive at Board level. The stoceasful caudidate will have a demonstrable record or epasitivity in the investment and finance fields. He will be emphlie of handling of a variety of tasks and essignatests. An important part of his duties will be the effective limited with Middle Easters and International climate.

on and benefits belitting a position of this seniority and skill.

Please apply in confidence with full c.v. to: Paul Hooner, Barbars, Human Ro

russe apply in commence with full c.v. for Paul Hopper, Santani, Human J. Advertising Ltd., 30 Farmingdon St., London ECAA-4EA
Please mark the arrelaye with saferone SAP.
All applications will be forwarded unopened to our client, Please send a covlisting any company to whom your application should not be forwarded.



ABERDEEN FUND MANAGERS LTD

Member of Aberdeen Trust Group of Companies (Member of IMRO)

Top performing UK authorised neit treat in 1988 and 1989. Featest growing Scottish investment house. Scottish Unit Treat Manager of the Year 1989.

We are expanding our London office, which deals with the Group's internst investment and require two additional fixed managers to complement the Fe investment tours. The entry level, will be dependent on the quality of applica should have direct investment experience in his/her uses of interest.

A flexible and attractive package is offered. Please reply in writing to: - Mrs Shells Bone, 99 Chanceho London ECIM 6AB

MBA, COMPANY DIRECTOR

Ex management consultant for big 8 firm and recently worked in financial services sector for major UK company. Experienced in strategic reviews, performance evaluation and acquisitions in UK and Continental Europe (West Germany, France, Spain, Luxembourg and Scandinavia). Seeks free lance work including troubleshooting, special projects, acquisitions etc.

Apply in confidence to

Box A844, Financial Times, One Southwark Bridge, London SE1 9HL.

French Equity Sales Executive and Graduate Opportunities in London

Crédit Commercial de France (CCF), the European Banking Group headquartered in Paris, is expanding its French Equity Team in London. As a result we have opportunities for at least two self-motivated, bright candidates who have a reasonable fluency

French Equity Sales Executive The ideal candidate should have at least 2 or 3 years experience in European or UK Equities. The successful candidate will join an experienced French Equity Team servicing UK based clients.

Graduate Opportunities

We are also looking for graduates with a degree in husiness studies or equivalent to work with CCF's French Equity Team in London.

Compeditive salary packages will be offered to successful candidates. Please write in confidence to James Hepworth enclosing a full C.V.



Credit Commercial de France (UK) Ltd., 27 Finsbury Square, London EC2A 1LP, 071-628 1111.

PROPERTY BUYERS!

You are looking for real-estate or commercial property in the South of France, direct contact with the vendor, possibility of arranging complete financing, free estimate. Please contact us, mentioning the place and type of property you require.

Send your inquiry to: C.I.N. Intern. Residence Bonaventure, 3 Avenue de la Synagogue, 84000 AVIGNON, FRANCE. Fax: 90862229. You will receive free of charge information on a range of properties visited and selected for you.

SENIOR FINANCIAL EXECUTIVE FCA 20 YEARS IN INSURANCE INDUSTRY

Experience

General Management/Financial Director level

Long & short term business operations New coy formation Mergers & Acquisitions Designing Reinsurance programs Managing large, financial departments Controlling overseas subsidiaries, agencies etc.

Available now for projects in the U.K. or elsewhere

> Write Box A829, Financial Times, One Southwark Bridge, London SE1 9HL

CREDIT CONTROLLER

Our client, an established financial services group with over half a million private customers, is keen to appoint a professional to its specialised management team. The key attributes in the selected candidate will be -a wide experience in private, partnership and commercial credit assessment

+ the ability to be a team player

 capable of contributing to strategic development at managerial level The role is challenging with excellent potential. Please write in confidence, enclosing career details, ta.



ACCOUNTANCY COLUMN

The need to set a standard — and an example

By David Waller

URGENTLY REQUIRED: a new accounting standard to govern the way the UK's big-

Those numbers - restated here after errors crept into the league table published a fortnight ago – do not match the quality of financial reporting expected of the firms' corporate clients.

For a start, the firms do not disclose profit figures. That is foolish for a number of reasons, not least because public attention devoted to the admittedly spectacular growth in fee income encourages an obsession with turnover growth which may be at the expense of attention to real profits perfor-

The second difficulty is that the segmented analysis offered here is somewhat suspect. Some firms, for example, include corporate finance fees within consultancy while others put them under the auditing head. There is no way of telling from these figures.

It is also difficult to tell exactly what is meant by fee

income. Does this vital figure ncome. Does this vital figure represent aggregate billings, as for an advertising agency, or simply the net fees generated during a trading period? There is no industry standard to help the firms decide, and it is likely that the fees here are measured in as many different ways as there are firms.

Flank	Firm	1989/90 (Em)*	Change	Audit (£m)	Mgmt. Consul- tancy (Em)	Tax (Em)	Insolvency (Sm)	Parmers	Prof staff	Prof staff parifer ratio	Foos: partner ratio (£00£)	Feesutore Prof 1977 ratio 2002:
	Coopers & Lybrand Deloitte‡	531.0	28.3	245.0	129.0	1160	41.0	735	8,189	11 14	722 45	59 50
•	Peat Marwick McLintock#/*	395.2	25.2	237.7	65.9	73 0	18.5	550	7.508	12 41	705.71	48 39
3	Ernst & Young##/*	337.5	23.2	163.3	67.6	84.2	22 4	420	5 763	13 72	\$03 57	54 \$3
4	Price Waterhousetttt/+	300.1	35.2	127.5	85.0	73.8	13.B	421	4 496	¹୯ 65	712 83	61 33
5	Arthur Andersen*	194.4	34.9	55.1	86.1	45.0	7.5	157	2.515	15.45	7,009 6	71 27
6	Touche Rosst	169.5	21.7	83.9	39.2	34 9	115	24?	2.862	1.49	696.2C	54 50
- 7	8DO Binder Hamlyn★★	105.5	18.5	57.0	6.3	32.7	3 2	233	2,170	9 12	443.28	43 8
Ŕ	Grant Thorntons/*	102.5	19.2	48.4	4.3	25.9	12 5	245	2 072	8.32	411 65	44 18
ĕ	Spicer & Oppenheim**	92.3	10.9	41.0	19.2	23.6	8.5	187	1 793	9 62	493,58	45 47
10	Panell Kerr Forster**	76.2	20.5	45.0	4,5	17.5	5.9	222	1.783	H 08	343 24	37 89
11	Stoy Hayward††/*	58.8	22.8	30.8	9.8	11.6	66	120	1,150	5.58	430 00	46 33
12	Mogres Rowland	57.0	15.4	NA	NA	NA	NA	226	1,465	6 48	252 21	33 71
13	Clark Whitehill★	53.7	29.4	37.1	2.7	10 6	03	230	7,487	6 47	232 48	31.28
13	Kidsons Impey##/**	53.7	22.0	33.3	3.7	12 4	4.3	139	1,421	7 52	284 13	33 35
15	Robson Rhodes**	34.1	16.4	15.5	6.0	9.4	32	76	545	5 49	448 68	47 30
16	Neville Russelliki	32.2	18.1	19.0	3.2	8.4	16	84	615	7.30	363.33	45 G7
17	Moore Stephens★★	29.1	14.6	12.9	7.2	76	14	122	6.04	5 69	238 52	35 SE
18	Baker Tilly**	22.9	15.1	10.7	6.4	4.9	0.9	5~	400	7 C2	401 75	50 1:
19	Haines Watts *	16.8	51.4	NA	NA	NA	NA	43	353	7 35	390 70	45 55
20	Macintyre Hudson★★	14.6	16.0	6.0	1.0	32		44	330	.º 56	331 62	39 Ga
20	Saffery Champness**	14.6	15.9	NA	NA	NA	NA	39	250	€ €7	374 36	48 83

Another complication arises for international firms: just where do the fees originate? If a London-based consultant is flown out to a client in Frankfurt, it is quite clear that his or her fees ought to be counted as tors in accountancy firms as UK fees. But if the project yet, and perhaps industry

requires squads of local labour, should the total fees be included within the UK figure observers should be pleased that the figure bother to release just because the lead partner happens to be British? There are no external inves-

any data. But the firms provide a bad example to their clients. and there is a danger that clients will follow suit, opting for obfuscation rather than disclo-

Better financial reputing from the firms would be in the public interest because it might encourage better reporting in the corporate domain. It would also be interesting

to a public which has been

about partners' earnings for decades. If partners are squeamish about giving too much away, it is surely beyond their wit to publish a profits figure which is as meaningless as the fee income

ACCOUNTANCY APPOINTMENTS

GENERAL PRACTICE PARTNER

Age 34-46

ACQUISITIONS/PA TO CHAIRMAN

This is an exceptional opportunity to move into a dynamic blue-chip industrial plc. In the Corporate Finance team, you will be involved in

the investigation of potential acquisition targets, investment proposals and transactions. Additionally, as PA to a divisional Chairman, projects will be ad hoc and commercially orientated. Location:

£27,000 ÷ car

This entrepreneurial international company has diversified interests

in property development and investment, distribution and trans-port. Based within the planning department the role provides a

unique insight to group operations with responsibility for the pre-paration of key reports, the four year plan, analysis and budgeting for the divisions and ad hoc tasks. **Location: W. London. Ref**

INTERNATIONAL M & A

We are recruiting for a premier Merchant Bank who are seeking a

high-quality candidate to join their London-based international M

& A team. You will gain exposure to a wide variety of work ranging from smaller rapidly expanding company deals through to large, high-profile public transaction. Location: City. Ref: Q3.

£28-£33.000 + car + mortgage

Based within the European group function of this international in

vestment bank, this role will expose you to many areas of the bank's operations. Specific responsibilities include staff management, US, reporting and analysis of group results. Your experience will include both financial and management accounting. Location: City. Ref: Q4.

c928,000 -- car

A chance to join a rapidly expanding service company in the Communications industry - current turnover £5m. As Financial Controller reporting to the Managing Director, responsibilities include managing a department of six, production of monthly accounts and

SELECTION SERVICES

For further information on these or other appointments call John Bowman or Paul Goodman on 071-387 5400, evenings on 0474

874473/081-445 0666 or write to us at Financia

developing the business. You must be qualified with 12 nonmercial experience. Location: London. Ref: Q5.

FINANCE MANAGER - BANKING

FINANCIAL DIRECTOR DESIGNATE

FINANCIAL PLANNING ACCOUNTANT

W. London. Ref: Q1.

London

£125,000-£175,000

Leading firms of accountants rarely recruit general practice partners at initial equity profit shares in the

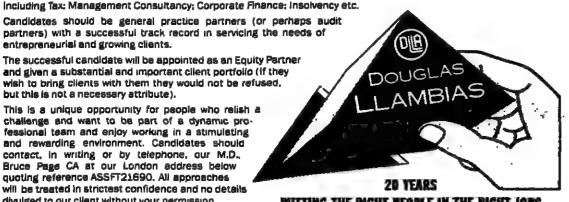
This unusual opportunity arises because of the firm's desire to strengthen its resources to cope with the tremendous growth which it is continuing to experience.

The practice is multi-discipline with strong specialist support departments in all the important disciplines Including Tax: Management Consultancy; Corporate Finance; Insolvency etc.

Candidates should be general practice partners (or perhaps audit partners) with a successful track record in servicing the needs of entrepreneurial and growing clients. The successful candidate will be appointed as an Equity Partner

wish to bring clients with them they would not be refused, but this is not a necessary attribute). This is a unique opportunity for people who relish a challenge and want to be part of a dynamic professional team and enjoy working in a stimulating

and rewarding environment. Candidates should contact, in writing or by telephone, our M.D., Bruce Page CA at our London address below quoting reference ASSFT21690. All approaches will be treated in strictest confidence and no details divulged to our client without your permission,



PUTTING THE RIGHT PEOPLE IN THE RIGHT LORS

Douglas Liambias Associates, 410 Strand, London WC2R ONS. BINNINGHAM #21-233 4421 + OUBLIN GORBZO - EDINBURGH 031-225 7744 + ILLASCOW 041-276 3101 + LONDON 071-836 9501 + MANCHESTER 041-236 1553 **SOUTH COAST**

to £45,000 + CAR + PARTICIPATION

Financial Director

For the world's leading supplier of fully configurable computer aided software engineering tools to business, industry and government. The Company is going through a period of rapid expansion and increasing market penetration following the introduction of its technology two years ago. An experienced Financial Manager is now required to strengthen a small cohesive management. required to strengthen a small cohesive management team and support the company's excellent potential for ongoing development.

With total responsibility for the finance functions, you will be expected to make a significant contribution in driving forward business performance and be instrumental in formalising the planning process, Initial objectives will include the advancement of accounting and information systems, and the development of project/product costing systems, necessary to secure the key information to control and plan the commercial success of the organisation.

A graduate qualified accountant probably in the age range 37-47, you must be able to demonstrate well developed commercial and administrative skills in addition to sound technical oblities. Relevant previous experience is important, ideally gained in an international high technology organisation and also of the smaller company environment, initiative, drive and enthusiasm are essential in addition to the professionalism and interpersand skills necessary to succeed in this dynamic and entrepreneurial activity.

Please send full personal and career details. including current remuneration level and daytime telephone number in confidence to Adrian Edge? Coopers & Lybrand Delatte Executive Resourcing Ltd. 9 Grayfrians Road, Reading RGI UG, qualing reference AE823

Executive Resourcing &Lybrand

BUSINESS DEVELOPMENT DIRECT

European Acquisitions

This major British plc's impressive growth and profit record is founded on the leadership of its competitive consumer markets. In advance of 1992, it has embarked on a major expansion to its core business through Europe to ensure its pre-eminent position in these wider markets.

The Business Development Director will join a small team with the remit to identify, evaluate and negotiate European acquisitions on behalf of the Group. The person appointed will provide the financial input to the team and will also lead the negotiation and completion of deals, including the integration of companies within the Group. The role is based at the head office, 70 miles north of London.

The successful candidate must be a graduate qualified accountant, probably in his or her mid thirties. You should Package to £70,000 + car

combine a track record of increasing responsibility gained in large organisations with recent acquisitions experience in a major public company. A knowledge of European languages would be advantageous. The Group plans for expansion offer excellent prospects for promotion in finance or general management in the next two to three years for individuals with drive, intelligence and effective communication skills.

Please reply in confidence, giving concise career, personal and salary details to Michael Fahey, quoting Ref. L486.

Egor Executive Selection 58 St. James's Street London SW1A 1LD. (071-629 8070)

Financial Controller

This position reports to the Chief Executive of one of the leading suppliers of computer-based systems for international defence contracts. They have a healthy order book and exciting plans to open up new overseas markets. Significant investment in new product development is also planned.

The appointee will be expected to make a strategic contribution to the growth of this £40m Company, whilst ensuring the provision of a first class accounting service through a skilled and established team. Qualified applicants must have in-depth experience of tight financial control of major long term contracts. Of particular significance will be personal responsibility for the selection and implementation of an integrated financial and management Information system in order to heighten commercial awareness throughout the Company. Experience of International trade and export financing would also be advantageous.

The basic salary indicator is supported by a comprehensive range of executive benefits. The anticipated growth plans will ensure considerable career development opportunities within this

interested applicants (male or female) should send a detailed CV or ring for an application form on 0625 533364 (24 hours) quoting reference 1677/FT.



HUMAN RESOURCE CONSULTANTS

Emeron Court, Alderley Road, Wilmslew, Chesher SKY INX, Telephone (0625) 3/2446

United Kingdom · Belgium · Denmark · France · Germany · Italy · Netherlands · Portugal · Spain · Sweden

GROUP FINANCE MANAGER

NORTH WEST LONDON

TO £30,000. + EXECUTIVE CAR + BONUS

Our client is a young, fast expanding company, specialising in outdoor advertising. An excellent opporutnity exists for a fully qualified accountant with commercial flair and vision, to make a vital contribution to the future corporate strategy and

We are seeking a self-starter, capable of acting as an able representative of a successful business. The ideal candidate will probably be aged 30 to mid 40's and will possess the appropriate interpersonal skills and organisational ability to head up a small financial team.

Experience in the advertising sector, whilst not essential, is preferred, but of more importance is an appreciation of a proactive and entrepreneurial environment. A thorough knowledge of implementing computer systems is also required.

An attractive financial package is offered, together with a quality car and company bonus scheme. Applicants should submit in confidence a comprehensive C.V. and salary details to:-

> COMMERCIAL CAMPAIGNS 96 HIGH STREET MARKYATE **HERTS** AL3 BLE

FINANCIAL RESOURCES CONTROLLER

West of London

c 240,000 + car

Our client, a multi-million pound UK subsidiary of an international company, specialises in the distribution and leasing markets.

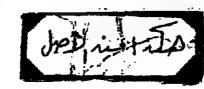
Their impressive growth record has led to the creation of a new financial appointment which will form a key role in the company's development and could lead to a board appointment.

Reporting to the Financial Director, responsibility will be for the efficient and effective management of the company's financial resources. Duties will include cash management, tax planning, customer and company funding, insurance procedures and policy, legal reporting and acquisition analysis.

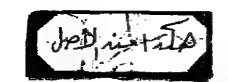
This is an excellent opportunity for a qualified. 'shirt-sleeved' financial manager, aged 35 - 40, to join a progressive and enthusiastic team. Previous tax and treasury management experience within a large company is essential, a knowledge of the insurance and leasing markets would be desirable.

To apply please send cv in confidence, quoting ref; CL/118 to Chris Lane, CEDAR International 1st Floor. 43 Eagle Street, London WC1R 4AP. Tel; 071 831 8383.





- Yamph



MANAGEMENT CONSULTANTS

Communications Industry – Europe

Booz-Allen & Hamilton - one of the world's leading providers of consulting services - is looking for senior management consultants for its expanding European Communications Practice, which incorporates both Telecommunications and Media.

Successful applicants will be based in London, Paris, Milan, Dusseldorf or The Hague, and will be instrumental in developing business throughout Europe. Assignments call for a full range of management, technical and financial expertise and could include:

- * C3/C5 Media Franchise Bids
- Programme Production and Acquisition Cable Forecasts and Valuations
- HDTV Impact on Media and Computing.

- * International Diversification Strategies
- * Deregulation Policies
- Europe, US, Asia/Pacific Mergers and Acquisitions.

Candidates should have a good first degree. an MBA and an excellent combination of industry and consulting experience. A sound analytical mind and an aptitude for problem-solving are essential. As we operate on a global basis for global clients, you must have an international perspective and be fluent in at least one

continental European language.
Terms and conditions of employment are designed to attract outstanding candidates, who

will enjoy excellent prospects for advancement.
Applications, with full curriculum vitae,
should be addressed to the partner-in-charge of
the European Communications Practice.

Janice Hughes, Vice-President, Booz-Allen & Hamilton, 100 Piccadilly, London W1V 9HA,

BOOZ: ALLEN & HAMILTON

MANAGEMENT CONSULTANTS

S.G. WARBURG GROUP plc

ACCOUNTANT - MUNICH

S.G. Warburg Group, the international investment banking and asset management firm, is seeking to appoint an accountant to join its German securities firm, Berwein Wertpapierhandels-und Börsenmakler A.G., in Munich.

The successful candidate will be afforded a unique and challenging opportunity to make a significant contribution to the direction and expansion of this operation at an early stage of its development. The post involves working closely with local senior management and the Group Finance Division in London. As well as assuming full responsibility for all aspects of the accounting function, the other areas of responsibility will include project appraisals and the establishment of a new computer system.

The ideal candidate will:

- be a recently qualified accountant or have a maximum of 3/4 years' commercial accounting experience
- be computer literate
- have a good working knowledge of German and English
- have excellent communication and interpersonal skills, as well as being self-motivated and enthusiastic.

A competitive remuneration package is offered together with excellent prospects for career progression.

Applications, enclosing a full curriculum vitae, which will be treated in the strictest confidence, should be sent to:-Anita Sprules, Director, S.G. Warburg Group Management Ltd., 1 Finsbury Avenue, London EC2M 2PA.

Develop Your Accounting Career In A Commercial Environment

Excellent salary + benefits

As part of a highly successful multi-national, Merck Sharp & Dohme are one of the world leaders in the development and manufacture of many pharmaceutical products. The Finance function of such a business is naturally a complex and demanding field requiring commercial expertise. To further enhance our performance, we are now seeking an enthusiastic Accountant to assist both in day-to-day operation and overall planning of our finance activities

Based at our UK headquarters, your key areas of responsibility will include taxation, treasury and cash forecasting. In particular, your focus will be the cost-efficient and timely management of taxation procedures and forecasting - a challenge which will involve you in all aspects of corporate tax, VAT and personal tax issues. The role will demand close liaison with senior management and external agencies.

Hoddesdon, Herts To succeed, you will probably be a Part Qualified Accountant, eager to move into a fast-moving commercial organisation that

offers excellent training and full support for further study. Alternatively, you may be a time-barred Accountant with proven commercial expertise. Good communication skills and a sound understanding of taxation legislation and compliance procedures

This is an ideal opportunity to broaden your accountancy skills in an internationally-orientated commercial environment. The rewards for achievement are excellent and include a highly competitive salary and generous company benefits, including relocation assistance where appropriate.

Find out more. Telephone Mavis Prior, Personnel Manager-Hoddesdon Site on (0992) 452253 or write to her at Merck Sharp & Dohme Ltd, Hertford Road, Hoddesdon, Herts EN11 9BU.



Financial Director

Relocation package available

to £35,000 + Executive benefits and share incentive scheme

Our client is in the process of starting up a specialist manufacturing business in County Durham. The company anticipates a turnover in excess of £12 million in its first year. Having established and agreed their business plan, their next move is to recruit a highly motivated and ambitious Financial Director. He/she will be expected to assume Board level responsibilities immediately and play an integral role in the development of the company.

Reporting directly to the Managing Director, the role with be diverse and will initially include overall responsibility for the personnel and administrative functions. A high level of expertise in financial systems and credit control will be as important as the strategic planning which will also be required.

Candidates must be qualified accountants with proven financial and management skills within the manufacturing sector. Ideally, they should be aged between 32 and 40 and have experience at senior managerial level. Flexibility and tenacity combined with strong commercial acumen are the essential requisites for this exciting and demanding role.

Interested candidates who meet these criteria should send a comprehensive CV including current salary and a daytime telephone number quoting reference number LM207 to Carol Jardine, Spicers Executive Selection, Friary Court. 65 Crutched Friars, London EC3N 2NP.

FINANCE DIRECTOR (DESIGNATE)

Integrated Automation Systems Limited is a dynamic young company which specialises in providing products and services in the field of industrial automation systems using computer based technology.

It has recently raised substantial additional funds to assist the company through the next stage of its growth development. This next development phase commenced with the acquisition of a leading advanced control technology company based in Cambridge; other acquisitions will follow

The company now seeks a Finance Director (Designate) to join a small cohesive executive



SPICERS EXECUTIVE SELECTION

135,000 PLUS CAR, BENEFITS AND EQUITY PARTICIPATION

EITER DER FINANZABTEILUNG

Tätigkeitsbereich BRD und Zentraleuropa

Unser Klient gehört zu einem der erfolgreichsten und angesehensten internationalen Mischkonzerne im Einzelhandelsbereich mit einer weltweit unerreichten

Aufgrund dieses dynamischen Wachstums sucht unser Klient jetzt einen Leiter der Finanzabteilung für seine Aktivitäten in der Bundesrepublik und Zentraleuropa. Sie sind dem Vorstandsvorsitzenden für den Bereich Zentraleuropa direkt unterstellt und haben eine Schlüßelstellung bei der Entwicklung neuer Firmenstrategien.

Sie sind zwischen 28 und 35 Jahren alt, haben Diplom oder Hochschulabschluß sowie gründliche Erfahrung im Finanzwesen, ca. DM140,000 pa

Sie haben "Biß" und die entsprechende Persönlichkeit, um sich in einer dynamischen Firma durchzusetzen. Es ist vorgesehen, erfolgreiche Stelleninhaber in das allgemeine Management zu übernehmen. Für Ihre erfolgreiche Tätigkeit ist es unbedingt notwendig, daß Sie Englisch und Deutsch fließend in Wort und Schrift beherrschen.

Ihre aussagefähigen Bewerbungsunterlagen (tabellarischer Lebenslauf, Zeugniskopien, Lichtbild sowie Angabe des eventuellen Eintrittstermins) senden Sie bitte an Graham King

Ihre Sperrvermerke werden selbstverständlich berücksichtigt.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS ons House 1 Leicester Place London WC3H 78P Telephone: (0044) 71-437 0464

am besten aus dem Einzelhandels-oder Lebensmittelbereich.

unter der untenstehenden Anschrift.

management team and will play a key role in strategic and commercial decision making to fulfil the company's excellent potential for development. The successful candidate should expect appointment to the board within 12 months. The ideal candidate will be a qualified accountant (ACA or ACMA) aged under 40 with appropriate experience in the financial management of growth in particular, experience of installing appropriate management systems, acquisition search and negotiation and smaller quoted companies would be of benefit. It is unlikely that someone with less than 5 years industrial experience will have the appropriate qualities

Remuneration includes a good basic salary, car, pension, private medical scheme and equity participation.

Please reply in confidence, giving full details of education, qualifications, career and salary

Tel: 091 482 0442

Integrated Automation Systems Ltd Enterprise House, Kingsway, Team Valley, Gateshead NE11 OSR Tel: 091 482 0442 Fax: 091 482 2362

FINANCIAL CONTROLLER (FINANCE DIRECTOR - DESIGNATE)

WEST ESSEX

c£35,000 + CAR + BENEFITS

We manufacture and market the widest range of forms handling equipment in the world, and we are the only UK manufacturer of office-based mailing systems. With growth markets in the UK as well as in Europe, North America and Australia, the group has increased considerably in size and complexity, creating the need for a finance professional to join the management team.

Reporting to the Managing Director, the successful candidate will provide strategic financial advice and to be responsible for the profitable growth of the company, along with ensuring the smooth running of the finance function and reviewing the financial and stock control systems.

Ideally candidates will be qualified accountants aged between 30 and 45 with several years of experience in a senior financial role. Experience in manufacturing and familiarity with M.R.P. computerised systems and costing controls are essential and exposure to a sales or marketing environment is desirable. Candidates must possess an enquiring mind, an authoritative personality and first class interpersonal skills.

Please send a comprehensive career resume, including salary history and daytime telephone number to:



MR R J George Managing Director PFE International Ltd Oakwood Hill Estate Loughton Essex IGIO 3TZ

Analysing accounting issues to promote business solutions ...a step into financial management for an ambitious professional

City

Our elient is a major British financial institution. It is a well known, progressive organisation, innovative and planning for the future.

Working within the central finance organisation you will be part of a new team whose role is to provide accounting solutions to complex business issues that you will have helped to identify. This is no academic exercise but a real opportunity to use your analytical and technical skills to create business advantage. The work will include involvement in a whole range of complex and controversial issues, articulating accounting standards, questioning conventions and providing guidance to senior business and financial management.

To £40,000 + car + bonus + banking benefits

You will be a graduate chartered accountant with at least two years relevant post qualification experience and, if in the profession, you will have reached manager status. You will have excellent analytical skills, good communication ability and the drive and determination to make things happen. Prepared to work on your own initiative, you should relish the opportunity to take on a high profile role dealing with the most senior

Please reply in confidence, quoting Ref SO252, to Sarah Orwin, adviser to our client, giving concise career, salary and personal details at Ernst & Young Search and Selection, 21 Conduit Street, London W1R 9TB.

Ernst & Young

EDAR

Finance Manager

Eden Construction

c £30,000 + Bonus

Carlisle

Challenging, varied position with real scope for a commercially minded accountant to work closely with the MD contributing to all aspects of the management of this fast growing subsidiary of a major commercial group. THE COMPANY

Profitable, well established subsidiary of high \diamondsuit Reporting to MD; close links to QS function. profile group.

Major construction, civil engineering and associated activities; new phase of growth and development.

Turnover c£70m, blue chip client base. THE POSITION

 Full responsibility for financial control and coupled to man management ability. management information in a stimulating, ever changing \diamondsuit

Enhance current systems and introduce group control initiatives. QUALIFICATIONS

Qualified Accountant, Aged 30's with senior level experience in a major construction group. High professional standards, systems empathy

Confident, self-starter with drive and initiative

Please reply in writing, enclosing full cv, Reference GJ2413

78 St Vincent Street, Glasgow, G2 5UB

GLASGOW . 041-204 4444 LONDON • 071-493 6392 • BURMINGHAM • 021-233 4696 • MANCHESTER • 0625 539953 SLOUGH - 0753 694844 - HONG KONG - (HK) 5 217133

Group Treasurer

International Specialist Engineering

c £40,000 Package

Wessex

A new position in a fast growing and acquisitive company seeking to establish a proactive treasury function to develop the financing structure in support of its future growth plans.

THE COMPANY

Turnover £300m with 40% overseas.

Description of rapid growth both organically

and by acquisition, under dynamic management team. Focused portfolio of manufacturing businesses in specialist engineering.

THE POSITION Establish a full service worldwide Group Treasury function including control of working capital.

Challenge to develop international cash and FX exposure management.

 Highly successful and respected international Pic.
 Full involvement in already sophisticated medium term funding QUALIFICATIONS

Ambitious, creative Treasurer. Graduate calibre, ideally qualified Accountant.

 Several years treasury experience in a growing international group. Strategic thinker with the stature to win respect at

Please reply in writing, enclosing full cv, Reference BJ2411 Birmingham, B2 5ST



LONDON • 071-495 6392 • MANCHESTER • 0621 539953 • GLASGOW • 041-204 4384 SLOUGH • 0753 694844 • HONG KONG • (RIK) 5 217133

Head of Internal Audit

Industrial $c \pm 35,000 + Car/Benefits$

Midlands

A challenging senior appointment to establish internal audit in an expanding international UK Pic as part of its continuing drive towards excellence in financial management. Clear promotion prospects into other senior financial management roles.

THE COMPANY

Significant UK Pic with divisional structure and multi-site operations in UK, USA and Europe. Turnover standards. Strong central finance function with Divisional

Finance Directors. Computerised systems.

Establish, manage and develop team in new attention to detail. internal audit function. Report to main board Finance 🔷

Review accounting, computer systems and business operations. Liaise with external auditors.

QUALIFICATIONS

Ideally Chartered Accountant, with experience of Internal Audit from international industrial group.

Management ability, with drive, determination and

Good communicator. Stature. Aged 28 - 35.

Please reply in writing, enclosing full cv, Reference BJ2515 etts Court, 6 Bennetts Hill, Birmingham, B2 55T



GLASGOW . 041-204 4334 - BONG WONG . (HE) 5 217135

GROUP ACCOUNTA

Birmingham

Package of c.£25,000+Car+Plc Benefits

The ACT Group pic, formerly Apricot Computers pic, is one of the UK's largest dedicated software and service Groups and at the forefront of the Information Technology Industry. Following substantial acquisitions in these markets and the sale of its hardware division, the Group now comprises 5 profitable businesses in the high growth areas of computer software and services. It is against this background of innovation and opportunity that, to further complement its existing head office accounts team, the Group is seeking to appoint a Group Accountant.

Your responsibilities, in conjunction with the team, will embrace the preparation of consolidated monthly management accounts, budgets, profit and cash flow forecasts and the production of annual and half-yearly financial accounts. In addition, you will be involved in monthly board reporting. internal systems development, as well as ad hoc projects, such as divisional support as required.

This challenging post requires a professionally competent individual with positive personal qualities. Candidates should be qualified Accountants with at least 18 months' post qualification experience, preferably gained within a head office environment. Of key importance is a demonstrable record of achievement in the provision of reliable and accurate financial information and evidence of an ability to communicate and relate to individuals both within and outside of a central accounts function. Thus personal qualities of confidence, flexibility and self-motivation are sought. This is a team-orientated role and a willingness to take part in the team's activities is essential. Prospects for personal and career development within the Group are excellent.

For a position of this nature, the Group offers a competitive salary package, related to experience, including car, health insurance and pension plan along with life insurance.

Applications should be submitted in writing, enclosing full career and salary history, quoting reference B/288/90, to David Gibbs.

KPMG Peat Marwick Selection

Peat House, 2 Cornwall Street, Birmingham B3 2DL

Financial Controller

Hamilton Insurance

c £40,000 + Full Benefits

Thames Valley

Exciting and challenging position in the insurance division of a dynamic, international financial services group. Outstanding opportunities for rapid career development.

THE COMPANY

Hamilton Insurance is a subsidiary of HFC Bank, the UK arm of Household International Inc. of the U.S.A.

 Competitive and growing range of products sold through the Bank's 170-strong branch network.

Highly motivated, professional management team. strong financial base and ambitious development plans.

Full responsibility for financial reporting of the insurance companies; manage and motivate a growing team of professionals.

Develop strong business systems to enhance the Company's leading edge.

Graduate, qualified accountant ideath aged 27-35 with at least 3 years post-qualifying experience Knowledge of the insurance sector is essential

QUALIFICATIONS

A self-starter, creative and minierate with strong communication skills, a confident, asserting personality with the ability to implement change

Key member of the management teem reperting to

the Director of Finance working directly with top

Please reply in writing, enclosing till or Reference Sin Sin

Orion House, Grays Place, Slough, SL2 5AF

SLOUGH - 0753 694844 LONDON - 071-493-6392 - ERMINGHAM - 021-253-1/76 MANCHESTER + 0625 539953 - GLASGOW + 041-204 4534 - HONG ELIMA + (MA) 5 21"534

management on ad hoc projects

Finance Director

Manufacturing

North East

c £35,000 Commercial Finance professional to work closely with young, energetic Managing Director, in controlling independent profit centre of prestigious

THE COMPANY £12m turnover subsidiary of division of FTSE 100

manufacturing group.

Principal activity in manufacturing engineering. Internationally based. THE POSITION

Member of Senior Management team with complete responsibility for finance and data processing

Full participation in overall business strategy

Key task in introducing a fully integrated MRPII

QUALIFICATIONS

Qualified Accountant, early mid 30% with a successful track record of financial management in a manufacturing environment

 Strong controllership and computer based systems Engineering background, international and group

experience desirable. Strength of character, Well developed commercial skills. Top management potential Please reply in writing, enclosing full ev.

Reference MI2-114 Courthill House, Water Lane, Wilmslow, Cheshire 5K9 5AP.



MANCHESTER - 0625 539953 - 071-493-6492 - BIRMINGHAM - 021-233-4656 - SLOUGH - 0753-149484 GLASGOW = 041-204 4334 = MONG KONG = (HK) 4 21"135

Group Financial Controller British Plc

c £45.000 + Bonus + Benefits

London

J. 18 18 6.

to \$

Dynamic quoted group, a management buy-in with exciting plans for growth through acquisition. Varied and challenging financial role with excellent career prospects.

5100m turnover pic, presige products and in treasury, tax planning and corporate finance services, operating in three separate markets including the fast growing consumer leisure sector. Record growth and profits achieved in 1989 for

existing and new businesse Exceptionally strong management team. Focus on continued expansion.

THE POSITION Responsible to F.D. for all financial reporting, controls, analysis and forecasting. High profile position, ad hoc work for Main Board

 Acquisition appraisal and integration, involvement QUALIFICATIONS

Graduate C.A., 30-35. Large company training. small company experience, preferably in a multi-national environment. Mix of staff and line experience, controlling more

than one business. Knowledge of manufacturing Ambitious professional, sharp and enquiring mind,

well developed interpersonal skills. Please reply in writing, enclosing full cv. Orion House, Grave Place, Slough, SL2 5AF



SLOUGE . PTS 6HAM LONDON + 671-493 6392 - RORMENGRIAM + 021-243 4656 MANCHUSTER • 0625 539953 • GLASGOW • 041-204 4,534 • HONG KONG • (LIK) 5 217133

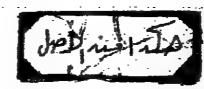
Management **Opportunities** In Financial Planning/ Analysis

High Technology Products

Southern England, To £35,000, Car, Benefits An established world leader and part of a powerful pic, this £160m business has an outstanding reputation for excellence in the field of high technology engineered products. Working closely with an international customer base, the business constantly ensures that its products meet the demands of latest developments. To further strengthout the demands of latest developments. To further strengthout its position the company has committed to significant investment in a strategic action programme and is seeking a Financial Planning and Analysis Manager to facilitate this important exercise. Responsible for all aspects of financial modelling, planning and budgeting, you will lead a small team dedicated to the provision of information to senior managers. In the age range 25 to 33 years, you will ideally be a graduate with ClMA status. Your experience should include a period spent in a volume manufacturing environment where you will have contributed to the process of planning, via innovative and sophisticated means. Highly motivated and determined, you will be eager to develop your leadership skills in this progressive and stimulating organisation. As a possible first step into senior management, your career aspirations will be realized via a triping and personal development. An established world leader and part of a powerful pic, this senior management, your career aspirations will be realised via a training and personal development programme. The exceptional remuneration package and relocation terms emphasises the desire to attract high calibre Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, A.E. Philipps, Hoggett Bowers plc, 11-12 Queen Square, BRISTOL, BS1 4NT. 0272-298433, Fee: 0272-279714, quoting Ref. D15027/FT.

Hoggett Bowers

BERMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE



Group Finance Director

Acquisitive Services plc

c £60,000 plus options

London

Commercially minded young Finance Director sought to assist new CEO bring rapid acquisition-led growth to profitable well resourced oil services plc. Developing operating subsidiaries, steering the acquisitions programme and interfacing with the investment community. This role will suit a very bright, ambitious finance professional with balanced line and plc corporate experience. Significant opportunity for capital gain.

Joining the CEO as one of two executive directors on the plc main board. Responsible for the full spectrum of financial management.

Monitoring and assisting four autonomous subsidiaries defining the group development strategy, targeting and negotiating acquisitions, supporting the CEO with it

■ Pivotal role in a planned £10-100m cap. growth

QUALIFICATIONS Sharp ACA/FCA aged early/mid 30's. First class professional training, and fast-track career record in respected. pic incorporating senior line finance and corporate

 Exposure to corporate planning, acquisitions targeting and negotiation, the yellow book and working with City advisers important. Practical financial management experience also vital. Oil sector experience useful but not

Progressive, commercially imaginitive and highly motivated. Flexible enough to work on the operational and strategic plane with the credibility to gain acceptance at any level.

Please reply in writing, confidentiality assured, enclosing full details to: Ref. F41960L, 3rd Floor, Brook House, 113 Park Lane, London W1Y 4HJ.

London 071-493 1238

The Selection Division of Spencer Stuart & Associates Ltd

Manchester 061-941 3818

Finance Director

A Tremendous Opportunity For A Young High Flier With An International Branded Manufacturer

South East,

c £40,000, Bonus, Share Option Scheme, Car This rapidly expanding £50m group, an ambitious and aquisitive plc, is a major household name and a leading branded manufacturer of a range of FMCG products. They supply to both the consumer and industrial markets in the UK and 30 countries overseas. As part of their exciting development plans, they have created a new position for a talented, ambitious accountant who will be responsible to the Managing Director for the management of its finance function, the quality of its management information and the effectiveness of its operating systems and controls.

A graduate, qualified accountant, aged 30-36, you will have a proven track record predominantly gained in autonomous roles within a 'blue chip' manufacturing organisation, ideally in FMCG. In addition to having the presence to lead and motivate an enthusiastic team of 30 and inspire your colleagues, your other personal qualities of integrity and drive will be self evident.

This is an exceptional career opportunity in which the

will be self evident.
This is an exceptional career opportunity in which the successful applicant will be expected to join the board within a year, with excellent prospects of eventually leading to a general management position elsewhere within the group. There is flexibility in the salary peckage for outstanding candidates and relocation expenses are provided to the accessible and attractive area in which their Headquarters is located.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, *J Thorne*, Hoggett Bowers plc, 61-69 Newmarket Roed, CAMBRIDGE, CB5 8EG, 0228-324441, Fax: 0223-323250,

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER.

US reporting skills for UK plc

CPA or ACA

Surrey

to £40,000 package

With significant US and other international interests our client is recognised as one of the most successful British multi-national manufacturing groups. It is now planning a listing in New York and already has one in Tokyo.

To manage these changes a new position has been created within the Group Chief Accountant's team. This will require experience of SEC reporting and US accounting and will provide a rare challenge in the UK for a CPA or US experienced Chartered Accountant. The purpose of the appointment is to provide executive management and investors with statutory US information and to progress the + relevant experience group's listing plans. There will be a range of contacts from US advisors to operating units.

Candidates must have several years post qualifying experience gained with a major practice or similar multi-national group. There are genuine career opportunities both in the UK and USA once this project has been successfully completed.

The package includes a fully expensed car and other fringe benefits as expected of a major group, including relocation expenses if necessary. Please write, enclosing a full career/salary

history and daytime telephone number, to John Sleigh FCCA quoting reference J/937/F.

LONDON, WEST END

£35,000 + CAR

Formed in 1987 and part of a privately owned group, this commodity trading company has demonstrated remarkable growth with turnover escalating from £66m in 1988 to £180m in 1989. Our client is seeking to appoint a highly innovative individual to develop a new key role as part of a management dedicated to further rapid but sound expansion of the business.

You will, as Financial Controller, be managing a small proficient team responsible for providing analysis of business performance and profitability, utilising a newly implemented management information system. This system will require further enhancement in the future in accordance with management needs.

You should be a qualified accountant, probably in your thirties with varied management reporting experience. You should have strong technical abilities, be well versed in the application of personal computers for financial reporting, and possess business acumen.

Please send full personal and career details stating companies to which details should not be forwarded, to Robin Alcock, Coopers & Lybrand Deloitte. Executive Resourcing Ltd, 76 Shoe Lone, London EC4A 3JB quoting ref RA 716 on both envelope



LONDON AREA

c.£55,000

inancial Manager WILLENATIONAL GROUP

A major consumer goods multinational with headquarters in the London area seeks a top-flight young manager to join their senior management team and to act as a strong financial link between Head Office and a group of overseos subsidiaries. The role is both strategic and factical with components of financial policy, planning, advice, control and independent ad hoc project work requiring experience in funding or financial restructuring. Condidates must be result and profit-oriented business persons able and willing to move later into a general management role in an overseas subsidiary and ultimately into a top financial or general management

We would like to hear from ambitious qualified accountants, not over 37, who have worked in responsible management positions overseas and gained Multinational Head Office experience, preferably in a consumer goods inclustry. Fluency in French or Spanish would be an advantage.

Please send full personal and career details in confidence to Heather Francis, Coopers & Lybrand Deloitle Executive Resourcing Ltd, 76 Shoe Lane, London EC4A 3JB, quoting reference HS712 on both envelope and letter.

Touche Ross

position in a large company.



Otford Group Ltd is an independent private company with a range of businesses in the manufacturing, properly and automotive industries. Following a period of growth and diversification, two new positions have been created.

Group Finance Manager

Kent - £ Competitive + bonus

Following devolution of the accounting responsibilities to the operating divisions, a new appointment has been created to assist with the financial management of the group.

As Group Finance Manager, you will be required to make frequent visits and occasional secondments to the divisions, to investigate and implement procedures for all group activities. Within Head Office you will report to the Group Finance Director and be responsible for co-ordinating the preparation of consolidated management accounts. Your duties will also include assistance in the investigation of acquisition targets and recommendations on further investment in Information Technology.

The position will demand adaptability, technical competence and the ability to liaise with management at a senior level. It is envisaged that candidates will be qualified accountants with five years experience, preferably in the manufacturing or automotive sectors. The group has invested in sophisticated computer networks to link Head Office systems to operating divisions. Accordingly, extensive experience of computerised accounting and office systems will be considered assential

Finance Manager East Midlands — £ Competitive + bonus

The Automotive Division, with a turnover of approximately £20 million, is seeking to strengthen its financial management.

As Finance Manager, you will be responsible for all aspects of financial management at the four sites which comprise the Division, including submission of management accounts. Your duties will include preparation of budgets, the maintenance of accounting systems and procedures and the supervision of accounting staff. You will work with the Divisional Director in improving the operational efficiency of the units, by providing the necessary financial information and advice on which to base commercial decisions

Applications are invited from qualified accountants with at least three years experience preferably in the motor industry. Candidates should have first-hand experience of computer systems, and be familiar with the modern techniques of financial management.

If you believe that you have the qualities necessary to undertake either of these positions, please send a comprehensive career résumé, including salary history and day-time telephone number to P. R. Lemanski or Miss M, Wray, Executive Selection Division. Please quote reference number 1110 for the Group Finance Manager position and 1120 for the Finance Manager position.

MANAGEMENT CONSULTANTS

Queen Anne House, 69-71 Queen Square, Bristol BS1 4JP. Telephone: 0272 211622.

LUXEMBOURG

Finance and Operations Manager

BF2 Million +

We are a rapidly expanding firm of 30 persons with a diversified international clientèle to which we provide accounting and company advisory services.

We wish to appoint a Finance and Operations Manager who will report to the directors and will assume overall responsibility for implementing and controlling internal procedures and methods. The person selected will supervise our internal accounting as well as assist in the development of our micro-computer system. Other functions will include handling special projects as assigned by the directors.

The ideal candidate has:

Obtained a qualification at University level in accounting, economics or a similar discipline.

Several years experience in a professional firm in a managerial capacity

- An in depth knowledge of micro computers including exposure to Database, Wordperfect and Lotus 123 programs

Good command of French and English

- Age 25-35 Non-smoker

It is essential to be able to work within a young lively office environment. The rewards available are commensurate with the high standards we require and the seniority of the position. Please reply in the first instance with full curriculum vitae

Fiduciaire Rutledge, Tabery, Wilson S.A.

7, rue Pierre d'Aspelt - P.O. Box 864 - L-1142 LUXEMBOURG

European Financial Controller Expanding US Footwear & Clothing Group

Feltham, Middlesex

£40-45,000

+ Car + Benefits The Timberland Company is a high successful quoted US group, manufacturing and marketing worldwide an exclusive range of quality footwear, clothing and accessories for the expanding outdoor and leisure market.

With marketing and distribution subsidiaries now firmly established throughout Europe, a new management team is now being assembled to spearhead their future growth and development in key European markets.

Working alongside the European MD, you will be responsible for the overall financial direction of these European operations. As well as ensuring the efficient operation of the subsidiary finance functions, you will provide meaningful and accurate Divisional information to US and European management. However, central to your success in this demanding role will be your input to key decisions effecting every aspect of business policy and operation, allowing you to make a major contribution to the Division's profitable and controlled entreposition.

The ideal candidate will be an ambitious qualified accountant, aged 28-35, with energy and flair, a decidedly European outlook, and an above-average level fluency in at least one European language, preferable German or French. Your experience is likely to include exposure to distribution or retailing in a progressive and tast-moving, marketing-lead



For further information, and to discuss this appointment in confidence, call Neil Wax, Consultant to the Company, on 071-387 5400 (evenings 0923 819298), or write with full CV and salary details, quoting ref: 10223 to Financial Selection Services, Drayton House, Gordon Street, London WCIH OAN. (Fax: 071-388 0857)





SELECTION SERVICES

Devon

A Lot More To Offer Than Natural Beauty Outstanding natural beauty combined with a

thriving economy progressive ideas, and all the advantages of a modern society. This is the face of today's Devon. This prosents a major challenge to the county's Engineering and Plaining Department - to protect Devon's environment whilst ensuring economic growth. To meet the challenge the Department has become one of the most innovative, progressive and

Finance Manager Up to £25,359

Lease Car (Pay award pending) This is a vary opportunity to devolop your management skills and influence the financial development of a major department of the County

We are looking for an individual wishing to develop their career in Chancial management. Ideally you should be a Graduate and you will need pitter to possess a management qualification or be a qualified

Accountant and be able to demonstrate excellent

financial management skills. Enthusiasm,

commitment, a mature approach and the abidy to innovate and develop imaginative solutions are

essential. Experience of local government would be an

of around £60m revenue and £16m capital in a County

with by far the greatest road length in the country. A

close working relationship exists with the County

office location and staff social club. In addition, we also offer a lease car with up to 90% of the cost paid

The Department operates currently with a budget

We offer a generous relocation package, attractive

For an informal discussion please centact David Caldicott on (0392) 272138 or David Hughes, Assistant

If you feel you can meet the challenge, please write to or telephone the Personne! Section, Devon County Council, Engineering and Planning Department, County Hall, Topsham Road, Exetor EX2 4QW. Telephone: (0392) 273230 (24 hours) for an application form and

FINANCIAL CONTROLLER c£30K HHB Communications Ltd., currently sell professionel broadcast, communication and recording equipment at the leading odge of

We now require an individual with a good grounding Accountancy, to

produce all the information necessary for the Board to oversee the

We are looking for a self motivated Financial Controller to propere management information, cash flow and budgetary control, credit control, financial and managemen accounts.

Candidates are likely to be 27 to 40, with a solid base of practical and theoretical knowledge and good analytical skills. A qualifiction would

technology, in the UK and European markets

Company car, pension and other benefits

tuture crowth of the Company.

added advantage

by the County Council

Council's Treasurer's Department.

County Engineer on (0392) 272107.

technologically advanced in the country

Do you have a clear vision of your future?

up to £60,000 + Car

If you are an experienced corporate tax manager with a large or medium sized international firm, we invite you to ask

- Are my prospects really clear?
- Am I confident that my firm's track record and plans for the future provide me with a partnership opportunity?
- Do I have a really challenging portfolio of clients?

At Price Waterhouse, the success of our tax practice has been built on strong organic growth, commercially active clients

and the leadership of 119 tax partners, of whom 75 have been admitted in the last five years.

Stability, continuity and a clear path to the top. These are some of the reasons why so many experienced tax managers have joined us recently.

So why not you? There has never been a better time to join PW. Please write, in confidence, with detailed CV, quoting reference FT/060/63, to: John Townend, Head of Tax Recruitment, Price Waterhouse, Southwark Towers, 32 London Bridge Street, London SE1 9SY. Tel: 071-939 3000.

Price Waterhouse



OFFICES IN LANCON ABERDEEN BEVERLEY MARKINGHAM BRISTOL CARDEF EDITEDING CLASSICA HALL LEEDS LEICESTER LANCHESTER MICHIGANICAL RECORDER ADDRESSED BEVERLEY MARKINGHAM BRISTOL CARDEF EDITEDING CLASSICAL PROCESSED AND AND ADDRESSED ADDRESSED AND ADDRESSED AND ADDRESSED ADDRESSED AND ADDRESSED AND ADDRESSED ADDRESSED AND ADDRESSED ADDRESSED AND ADDRESSED ADDRESSED ADDRESSED AND ADDRESSED AND ADDRESSED ADDRESSED

POSITIVE STRATEGIES . . . POSITIVE RESULTS Financial Analysts

£16-22,000 London

Proactive business planning and strict expenditure control will be the key to meeting the demands of tomorrow's markets. Nowhere is this more true than in the fast-moving fmcg/leisure sector. And nowhere is this more evident than with our client, a leading name in the field with annual sales of £800 million.

At the moment, they're preparing for the challenge of a major period of change. The need for incisive analysis skills has never been greater – as a Financial Analyst with them, you'll be at the very centre of developments at this exciting time.

Responsible for providing a full financial support service, your contribution to improving financial performance will be vital. Variety is the key to this challenge and you will be fully involved in all processes from the preparation of plans, forecasts and

budgets through to financial control and the analysis of income and balance sheet/cash flow.

Of degree calibre, your solid commercial experience will be enhanced by your progress towards or achievement of professional accountancy qualifications. Excellent communications skills and the ability to build effective working relationships will be

For all positions the career prospects are excellent - matched only by a superb remuneration and benefits package. To find out more. write to the Confidential Replies Supervisor, Ref. 0702 Kingsbourne House, 229-231 High Holborn, London WCIV 7DA, clearly indicating the names of any organisations to whom your application should not be sent.



Financial Accountant

large, successful company. Ref: 72767

Deputy Controller

prospects and benefits. Ref: 67274

SURREY

KENT

FINANCIAL CONTROLLER (Solicitors' Practice)

W. Sussex

5

6

Package Negotiable to £40,000

With a commercial background and perhaps specific experience of running a legal practice, avoiding the City/West End commute is appealing to you as a 40-50 "year young" qualified accountant.
Sinecure seekers beware! With 4 branches, 100 staff and ambitious plans for the future, the firm was formed recently from

the re-merger of two complementary practices.

Candidates will know about the "shirt sleeves" approach to strategic issues which face the practice, be confident of their ability to address them and solve problems with the minimum of fuss. As a first step it will be necessary to integrate two different accounting systems and thereafter assist in creating from two halves a single firm in all aspects. In due course the candidate will become an integral part of the team dedicated to developing the business. Recent tax experience will be a particular

Please send a comprehensive curriculum vitae and details of current remuneration to Peter Willingham quoting reference number 0129 and the name of the practice! Your details will not be divulged to any third party without prior express permission.

Kidsons Impey Search & Selection Ltd, 29 Pall Mall London SWIY 5LP Tel: 071-321 0336 Fax: 071-976 1116

FINANCIAL CONTROLLER

> Midlands based £32,000 to £38,000 plus benefits

The UK subsidiary of an international chemical manufacturing and distribution group, is seeking a highly monivated professional to fill this

Reporting to the Managing Director, you will join a forward thinking and ambitious executive team with their sights firmly set on group

In addition to your involvement in the formulation and implementation of company policy, you will also advise the Board on financial, legal, administrative and company secretarial matters.

This senior role demands an accountant with sound commercial experience, which is more important than formal qualifications. Self motivation, enthusiasm and a singular determination to succeed are amportant

characteristics The benefits package fully reflects the importance of this exceptional opportunity. which includes relocation assistance if required To apply, please write with a full CV to.

> David Binney Kay Consultancy Group Limited Kennet House, 80-82 Rings Road Reading RG1 3BJ

SURREY c£25,000+car

instantly recognisable pharmaceutical giant offers technically

orientated, man-management opportunity to Accountant wishing to assume full responsibility for entire accounting function of subsidery.

ideal opportunity for an ambitious Accountant to lorge a career within a

Contact The Manager at 154 High Street, Sutton 081-543 9422 Or the PQE Specialist advising on this appointment on 071-489 9997

Major financial services group seeks technically sound Accountant who

can also contribute to the strategic development of the company. Ambitious and influential, the right candidate will oversee the restructuring of the Accounts Department and systems development in

order to deal effectively with anticipated company growth. Excellent

Contact The Manager at 21 George Street, Richmond 081-940 4483 Or the PQE Specialist advising on this appointment on 071-489 9997

c£28,000+mort sub

c£30,000+car

Systems implementation an important element of this position. An

SWINDON

c£25,000

Management Accountant

Market leading manufacturer seeks a qualified ACMA/ACCA/ACA to assist its Financial Director with the accounts management of an expanding business. Supervising 5, you will have responsibility for statutory accounts, product profitability exercises, control of overheads and receivables management in a young, dynamic environment. Excellent prospects. Ref. 29255-2

Contact The Manager at 26 Northbrook Street, Newbury 0635 529066 Or the PQE Specialist advising on this appointment on 071-489 9997

MIDDX.

c£24,000+car

Financial Accountant

Reporting to the Financial Director, this high-profile career role will provide broad experience to a young qualified with a creative approach. Based at its manufacturing site, the position gives excellent exposure to all espects of an expanding subsidiary and responsibility for financial accounts, consolidations and costing. Ref: 14155A4

Contact The Manager at 22 The Centre, Feitham 081-844 0431 Or the PQE Specialist advising on this appointment on 071-489 9997.

MIDDX.

c£24,000+car

Recently Qualified

Major player in the computer manufacturing industry, with intelligent and amibitious plans for expansion, offers an excellent opportunity to a young Financial Accountant seeking commercial experience and a defined career path. Supervising a small team, your primary concerns will be ledger control and taxation, utilising sophisticated systems. Ref: 3256B1

Contact The Manager at 42 Station Road, Hayes, 081-569 2919 Or the PQE Specialist advising on this appointment on 071-489 9997

Group Finance Manager

Reporting to the Finance Director of this progressive manufacturing plc, with total responsibility for co-ordinating the collection of accurate financial information and developing procedures for all divisions and companies within the group. Career progression to general management or board level is a real possibility. Executive company benefits offered. Ref: 61695

Contact The Manager at 28 High St. Bromley 081-290 6688 Or the PQE Specialist advising on this appointment on 071-489 9997

CLIENTS! -When you entrust your vacancies to us, we pay for the advertising. Phone our PQE Specialists on 071-489 9997 (24 hour answering service)

be an advantage but accountable expenence is essential including HHB can offer an expanding future for someone who wishes to join this young growing Company. Write on one side of A4, why you feel you can do this job, including what experience and ability you can offer and mail with a copy of your current CV to HHB Communications Ltd., 73-75 Scrubs Lane, London NW10 6QU or ring 061-960 2144 ext. 200.

25.6 g **SOFF** - 1463 }

e Manager D &25,359

U. CONTROLLS

TROLLER

 $\psi_{i,j},\psi_{i,j},\psi_{i} \equiv k \partial_{ij} \partial_$

1. 水平水水水型型基

250

on the feet

14 2 140

1.10-17:24 4.00

1,000

Vall Vall

 $\pi^{1/\frac{1}{2}(2n+1)}\mathbb{Z}^{2n}$

FINANCIAL TIMES FRIDAY JUNE 22 1990 AIR 2000

MANAGEMENT ACCOUNTANT

WEST SUSSEX

£23,000 P.A. PLUS BENEFITS

Air 2000 Limited, a subsidiary of Owners Abroad Group plc, commenced operations as a charter airline in Spring 1987. Over the past three years the company has expanded to a fleet of nine Boeing 757 aircraft which fly from three bases within the UK and has gained a notable reputation for quality.

This expansion has led to the restructuring of the Finance Department and the creation of the new role of Management Accountant, who will report to the Financial Controller and work within an Accounts team.

The successful candidate will be a newly qualified accountant, possessing the skills of commercial acumen, computer literacy and excellent communication.

This challenging career position offers an attractive salary with other benefits only associated with a successful and progressive airline.

Please apply in writing, enclosing full curriculum vitae, to:

Ms Vari Sindair Financial Controller Air 2000 Limited Oakdale, Broadfield Park Brighton Road, Crawley West Sussex RH11 9RT

HEAD OF INVESTMENT. ACCOUNTING

Confederation Life, one of the Great Canadian Life Companies has increased it's funds under management over the past few years to over two billion pounds.

We are one of the most distinguished and fastest growing financial services groups in the UK and part of an international investment and diverse financial operation.

The new exciting, senior post to head up our Investment Accounting and Administration function will be based at our, prestigious Head Office in Stevenage, but will have a regular and close operational relationship with our significant, city based investment

Applicants, who must be qualified Accountants with at least two years experience within a Financial Services Company, should be able to demonstrate sound managerial and communication skills and be ambitious for advancement to a very senior position.

We are able to offer a salary, negotiable around £35,000 plus a very attractive package of benefits, including a Company car. petrol, mortgage benefits, non-contributory pension and, in appropriate circumstances, generous relocation assistance to the attractive countryside of Hertfordshire. Please send your CV or telephone for more details to Mandy McMahon, Personnel

Confederation Life. Herts, SG1 2NN. Telephone:- 0438 744804 Salary: c £35,000

- + Mortgage Benefit
- + Executive Car + Relocation

Location: Hertfordshire





Age: 28-35. £Neg. + car.

At Mercury Communications, we operate the only fully digital public telecommunications network in the UK. This allows us to provide many customer benefits. As a result our business and customer base, already firmly established in the market, is set to continue its impressive rate of growth.

To ensure we keep pace with this growth we are currently strengthening the small team of Corporate Financial Executives who advise our Finance Director. Therefore we are currently seeking financial expertise in the following areas:

INVESTMENT APPRAISAL

As an Investment Appraisal Executive you will be part of a team with responsibility for appraising our substantial annual investment programme.

We'll be looking for at least three years' experience of the following: appraising investments; presenting investment recommendations to board level; specifying and implementing both mainframe and oc models for investment appraisal and post investment review.

PRODUCT LINE APPRAISAL

As a Product Line Appraisal Executive you will be part of a team with responsibility for reviewing the profitability of our product lines.

We'll be looking for at least three years' experience of the following: reviewing the profitability of product lines with common investment facilities; presenting business recommendations for the promotion or cancellation of product lines to board level; specifying and implementing both mainframe and pc product line profitability models.

COMMERCIAL & REGULATORY APPRAISAL

As a Commercial & Regulatory Executive you will be part of a team with responsibility for financial evaluation of business alternatives for contract negotiations with the following: UK and foreign Telecommunications

Operators; the UK Telecommunications Regulatory Body.

We'll be looking for at least three years' experience of the following: financial evaluation of business alternatives for contract negotiation, preferably within a regulated industry; presenting recommendations on business alternatives to board level; specifying and implementing financial evaluation models.

Based at our new offices in Central London these positions require people with a flexible. enquiring, and creative but practical mind; the will to succeed; excellent inter-personal and communication skills. We are looking for graduates, aged 28 to 35, with either an MBA and/or a recognised accountancy qualification. Your career to-date should have been with one of the following:

a 'blue-chip' company, large consultancy or a 'big eight' accountancy firm.

In return, we are offering a remuneration package negotiable dependent on experience, a company car, 25 days' holiday, pension scheme, BUPA and normal large company benefits. In addition, for the right candidate, our growth plans over the next five years offer excellent opportunities for career development. Please send your career details, clearly stating the position you are interested in, to Geoff Harman, Personnel Manager Corporate Services at: New Mercury House, Red Lion Square, London WC1 4HQ. Tel; 071-528 2153. Fax: 071-528 2137.



POWERED .



AK

Financial Controller

London

£35,000 + car, travel concessions, etc

Our client, Abercrombie & Kent Ltd, one of the A&K Group of companies, is an internationally known and exclusive travel company. Business has expanded rapidly and profitably over recent years, through natural growth, and there are plans to continue to develop their niche markets.

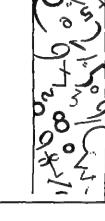
Reporting to the managing director, you will have full responsibility for all accounting, data processing and company secretarial aspects of the business. A key role will also be an involvement with continued development of the business, and to motivate and encourage departmental staff.

Applicants will be qualified accountants, probably aged 35 to 40 and with experience of managing an accounts department in a medium-sized, marketing led business, possibly in the travel or leisure business. You must possess experience of working with computer

A Board appointment could occur after two years. Please write to Michael Ping at Grant Thornton Management Consultants, Grant Thornton House, Melton Street, Euston Square, London NW1 2EP. enclosing a detailed curriculum vitae, quoting reference K607 and daytime phone number.



The UK member firm of Grant Thornton International



UNITED DISTILLERS

The Spirits Company Of Guinness PLC

Commercial Role: International Environment

Corporate headquarters in West London is responsible for monitoring, controlling and directing commercial strategy: the finance function plays a key role in this process.

reporting to the Financial Controller, a Business Analyst is required to promote the growth process within the Asia Pacific region. Working as part of a high profile team, responsibilities will embrace the provision and analysis of management and business review information, input to the budget, forecasting and strategic planning processes within the region and the review and development of the management information systems. Excellent career prospects exist within the company, along with the opportunity for some overseas travel. Reporting to the Financial Controller, a Business Analyst is required to promote the

Candidates will ideally be aged under 30, qualified Accountants with circa 2 years' PQE, with preferred experience gained within a large FMCG organisation. Personal attributes will include self-confidence, motivation and commitment to achieving results of the

Please apply directly to Ingrid Flannery at Robert Half, Freepost, Walter House, Bedford Street, 418 The Strand, London, WC2R OBR. Telephone 071-836 3545, or evenings on 081-995 2960. Alternatively, fax your details on 071-836 4942.

Financial Recruitment Specialists London · Birmingham · Windsor · Manchester · Bristol · Leeds Southampton · Brussels · USA · Canada

BUSINESS United Distillers, a division of the Guinness Group, is the world leader in the international marketing and distribution of household-name branded spirits. d**28**.000= highest quality.

FINANCIAL CONTROLLER

(FINANCIAL DIRECTOR DESIGNATE) NORTH WEST £30,000 + CAR



DAVID LOOTS associates lad Accountancy Reconitment

Consultants

Our client is a successful and profitable group of companies primarily involved in computer distribution with interests throughout Europe, the USA, and the USSR. They have grown from a start up in 1987 to a current turnover of £25 million which is set to double in the coming year. They are currently ranked as one of the largest suppliers of IBM computer technology in the UK, and are continuing to increase their market share. The company is lead by a young entrepreneurial management team.

As a result of this expansion they wish to appoint an equally young and ambitious Financial controller (Financial Director Designate) who will whilst reporting to the board enable them to further expand the business.

The successful candidate will be responsible for the day to day control of a busy accounts department covering all aspects of the companies activities, getting involved at a detailed level when necessary. Responsibilities include:-Freparation and interpretation of monthly management accounts.

 Statutory consolidated year end accounts. ■ Control of cashflow and the treasury function in a multi currency

Budgeting and forecasting.

Ideally you will be aged 25 to 30 years, fully qualified, and have the necessary man management experience. As well as being a key member of the senior management team you will be quickly able to establish yourself as a very commercial manager within the business, able to realise the prospect of a board appointment in the medium term-

Along with an excellent salary package and car there is the potential for share options in the future.

Interested candidates should write to David Loots enclosing full CV details or telephone him on 061-876 0866 or (0457-868939 evenings). David Loots Associates Limited, Charlton House, Chester Road, Old Trafford, Manchester M16 0GW.

ACCOUNTANCY OPPORTUNITIES WITH WIDE-RANGING INVOLVEMENT

On our flotation on the Stock Exchange in 1989, Thames Water pic became one of the UK's largest companies. We aim to be a £1 billion turnover, world-wide company by 1992. This new outlook and new growth will mean plenty of career opportunities for new amployees.

Thames Water Utilities' main job is providing wholesome drinking water and disposing of sewage for millions of people in the Thames Valley. We currently have the following opportunities for motivated professionals to join our Finance Department.

Business Controller-Corporate Reporting c.£30,000 + car + BUPA + PRP

With a direct reporting line to the Financial Controller. you will have the flexibility to handle a range of responsibilities in this key role. Managing a small team, you will provide consolidated financial information to Group, Utility Board and senior management, as well as preparing and analysing financial data for the Regulator and other external bodies. Continued development of corporate reporting systems will form a major part of your

You will join a small team responsible to a business

controller for the preparation and delivery of a wide

Senior Accountant

activities and you will make a significant input to business planning needs.

You should have at least five years' post-qualification experience in a broad spectrum of financial activities. Self-motivation and your credibility at senior level, both within finance and other functions, will equip you for success.

Ref. FN41/MG1-A9

c.£21,500-£23,500

on improved use of resources. You will also provide financial information for the Regulator and other external bodies.

range of financial information. This will include Candidates will be qualified accountants with developing cash flow forecasting and reporting systems, identifying ways of improving the section's sound technical and communication skills. output in terms of quality and quantity and advising Ref. FN71A/5730

Both positions will require a knowledge of computer-based financial systems and sound interpersonal skills.

In addition to the salary ranges quoted above (these anticipate a pay award due from 1st July 1990). Benefits include contributory pension

scheme, staff restaurant, generous holidays and a lively sports and social scene.

For an application form (and job description for Business Controller) please call Sarah Lock during office hours on 0734 567497, quoting appropriate reference. Closing date: 9/7/90.



RUNNING WATER FOR YOU

Appointments Advertising

Appears every

Wednesday & Thursday (UK) Friday(International Edition) For further information please call: 071-873 3000

Jennifer Hudson ext 3607 Richard Huggins ext 3460 Stuart Maddock ext 3392 **FINANCIAL TIMES**

ACCOUNTANT c.£20k.

Senior Qualified Financial Accountant required to John management team of exciting new venture in flexible packaging.

Write Box A840, Financial Times, One Southwark Bridge, London SEI 9RL

QUALIFIED
ACCOUNTANT/INVESTMENT
AMALYSIS
LET,899 - top healting heastles
The Equity Research Department of major city investment Bank requires a young accountant to work as part of their Conglomerate Research Teeth, Provious expedence in industry or the city will be an Cult Straity Hall in co

MERIDIAN BANKING AND BROKING CONSULTANTS

Services

Touche Ross



GENERAL MANAGER EUROPEAN OPERATIONS

Brussels area

This is a superb opportunity to lead and direct the European business of a well-established and privately-owned U.S. Corporation

The role will incorporate the strategic and operational planning of four European plants, sales and marketing teams, and distributors with a total turnover of \$25m U.S., and 180 staff. You will be expected to maximise the development and profitability of the business, develop a cohesive and committed European team and take a key

role in new business development. Whilst the organisation is comparatively small, it is a market leader in the production of high quality glass spheres which are used in highway safety marking, metal treatment, and plastics reinforcement, It is an intensely innovative and extremely well-respected

MANAGEMENT CONSULTANTS

circa US \$100.000

Ideally you will be 40-50 with a good technically-orientated degree. combined with a business qualification.

You must however have at least five years experience of total profit responsibility for a business unit within Europe. This will have been in a multinational environment, and you must be able to demonstrate clear evidence of profitable growth,

A strong leader, you will have welldeveloped marketing and financial skills and believe in a team approach to business. You must also have business fluency in French, German and English.

Please send a comprehensive rèsume in English, including salary history and day-time telephone number quoting Ref: 3140, to Bruce McKay, Executive Selection

5th Floor, 52/54 High Holborn, London WCTV 6RL Telephone: 071-353 7361

in seven years March Consulting Group has established itself as a leading multi-disciplined management consultancy, serving a wide range of UK and international companies. Our Executive Recruitment Division has offices and associates throughout Europe and is dedicated to providing

the highest standard of service and professionalism. **EXECUTIVE RECRUITMENT**

Principal Consultant c.£50,000 + car**Profit Share**



March Consulting Group

WINDSOR

service UK clients at senior to top management level. The position will be based at our Windsor offices where our central research facilities are, frankly, second to none.

Aged around forty, candidates should have a good degree and must have a record of success in line management followed by several years experience with a search consultancy of high standing. Vitality, imagination and a thorough understanding of management problems are essential qualities in achieving credibility with clients and potential

Salary is negotiable as indicated and the benefits include profit share, car, BUPA and an executive pension scheme.

STUTTGART

Please send full career details to: Andrew R. Duncan, March Consulting Group, March House, 13 Park Street,

Windsor, SL4 1LU.

PARIS

EDINBURGH

MILAN

Mckinsey & Company, the foremost international strategy consulting firm, seeks a Head of Information Services for its Lordon office.

The Information Services department is a resource centre of publications. documents and data on specific industries and on all matters affective business strategy. It gathers and synthesizes information into a structured form for constitution and provides speedy response to requests for research and analysis.

You will have a record of achievement in management, 'cading and developing staff and deploying costs and resources effectively Head 3 Experience of information, research or library services and familiarity with the latest database systems would be highly of f *I*nformation

As a consultancy, the Firm delivers to its clients the highest possible standard of performance. The challenge in this position is to ensure that the Information Services function delivers equally high standards to McKinsey staff.

If you are interested in becoming Head of Information Services with McKinsey please send your curriculum vitas to Don Leshe.

recruiting adviser to the Firm, at Beament Leslie Thomas, 107-144 Flee: Street, London EC4A 2AB, or telephone him on 071-353 5606 (day) or 071 354 5229 (exemple and

McKinsey & Company

McKinsey & Company, Inc. 74 St. James's Street, London SWIA IPS

NATIONAL AND LOCAL GOVERNMENT OFFICERS ASSOCIATION

naigo

APPOINTMENT OF DEPUTY GENERAL SECRETARY

Applications are invivted for the appointment of Deputy General Secretary of NALGO to succeed Alan Jinkinson, following his election as General Secretary.

The salary is £40,761 rising by annual increments to £44,052 per annum (including London weighting allowance).

The appointment is terminable by not less than three months notice in writing on either side and is superannuable under the NALGO Staff Superannuation Fund rules.

The suitability of applicants will be considered regardless of race, marital status, gender, sexuality, disablement or age (up to 65). NALGO has a job sharing scheme which may be applicable to this post.

Full details and application form available upon request from the Personnel Officer, NALGO. 1 Mabledon Place, London WC1H 9AJ. Tel: 071 388 2366 Ext 331. Completed application forms must be received by the Personnel Officer no later than 5 July 1990.

INTERNATIONAL **OPERATIONS EXECUTIVE**

Central London + overseas travel c.£60,000 + car + benefits

AN EXCELLENT opportunity has arisen within this British plc, the leader in its specialist field, for a professional Operations Executive.

Reporting to the Chief Executive, you will help subsidiary company managements in Europe and the USA implement modern and effective manufacturing, production control, and quality systems. A strong bias will be placed on inventory reduction and value engineering.

Probably in your early 40s and educated to degree or equivalent level in an engineering or science discipline, you must have a proven track record of at least 5 years' line management experience, preferably in lower-ticket capital goods. Management consultancy experience covering materials management, logistics, inventory control, batch production and cost-control techniques using appropriate computer systems would be an advantage. Fluency in French and German is essential and you must be prepared to travel frequently and work on overseas assignments of up to 1 month.

Benefits include pension scheme, BUPA, and share options, together with an executive car and imminent prospects for career progression to main Board

Please send a full cv which will be forwarded to our client unopened. Address to our Security Manager if listing companies to which it should not be sent. Ref: H7009/FT, PA Consulting Group, Advertising and Communications, Hyde Park House, 60a Knightsbridge, London SW1X 7LE.



"HUMAN RESOURCES Creating Business advantage



THE COMMISSION OF THE EUROPEAN COMMUNITIES

HEAD OF UNIT (grade A3) (M/F)

in the fields of ECONOMIC STATISTICS, NATIONAL ACCOUNTS, PRICES AND PURCHASING POWER PARITIES to co-ordinate work mainly on- or price statistics; or the calculation of purchasing power parities, the consumer price index; or the weightings applied to the salaries and pensions of officials and other servants of the furchasing power parities.

Halis conditions:

Candidates must: □ be a national of one of the Member States of the European Communities, □ have been born after 15 July 1939; □ have a thorough knowledge of one official Community language and a satisfactory knowledge of a second Community language; □ have completed a course of university education and obtained a degree or diploma; □ have had at least 15 years; graduate-level experience in the field of statistics since obtaining the degree or diploma, at least three years of which must be relevant to the field described above: □ have an adequate knowledge of the Treaties, the institutions and the worldings of the European Communities: □ have excellent negotiating and management skills, and the ability to head an administrative unit.

The Commission is an equal opportunities employer. Requests for the Official Journal of the European Communities no. C 140 of 8 June 1990, which contains the Notice of Competition and the compulsory application form, should be made, preferably on a postcard, to: COMMISSION OF THE EUROPEAN COMMUNITIES, Recruitment Unit, ref. COM/A/709, 200 rue de la Loi,

B-1049 BRUSSEIS. COMMISSION OFTHE EUROPEAN COMMUNITIES, Office in the United Kingdom: 8 Storey's Gate. London 5W1 P3 AT -Office in Wales: 4 Cathedral Road, Cardiff CF1 95G - Office in Northern Ireland: Windsor House, 9/15 Bedford Street, Belfast BT2 7EG - Office in Scotland: 7 Alva Street, Edinburgh EH2 4PH. Applications should be postmarked no later than 13 July 1990.

Head of UK Research City £40k basic +

Following expansion, our client, a major long established stockbroking subsidiary of a substantial British Financial Institution, requires a Head of UK Research. The company, with 200 employees, is primarily private client orientated, with a smaller institutional division supported by a compact

Ideally aged under 40, you will have at least five years generalist UK research experience with one of the larger stockbrokers, securities houses or insurance companies. Other prevequisites include excellent oral and written communication skills, presence and the capacity to conceive and sell your investment recommendations effectively. Lastly, a degree level education and/or membership of the Society of Analysts would be a distinct advantage. Benefits, in addition to a substantial basic salary, are commensurate with

a position of this importance and sensiority.

Candidates, male or fitmale, should send a comprehensive CV to:—

Anne Matthews, Cavendish Search & Selection Ltd, 48 Millbank,

London SWIP 4RL.

Cavendish

Search & Selection

EUROPES BUSINESS NEWSPAPER wishes to announce

an advertising link with

LES ECHOS

the leading French business newspaper

An advertisement in the Financial Times and Les-Echos will substantially increase your coverage of senior businessmen in Europe,

Each week advertisements will appear in Les Echos on a Tuesday and the Financial Times on a Wednesday (Friday in the international edition of the Financial

For further details please call:

Stephanie Spratt on

071 873 4027

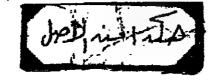
CHIEF EXECUTIVE

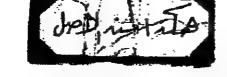
This advertisement appeared in the Financial Times and achieved 17 replies, and PA Consulting Group are currently interviewing in the USA and Continental Europe.

Douglas Kinnaird views the FT as the vital link between the international businessman and the business world".

The Top Opportunities Page appears every Wednesday creating the ideal marketplace for senior general management

For details of advertising rates and for any further information, please contact Elizabeth Arthur on 071-873 3694





FINANCIAL TIMES SURVEY

INTERNATIONAL COURIER & EXPRESS SERVICES

Friday June 22 1990



Companies are fighting for places in a courier and express market that is expanding rapidly.

This is expected to lead to a rationalisation in the 1990s which will concentrate business among a few global players. But will the mergers pay, asks Paul Abrahams?

Players jostle for positions

FEVERISH acquisition activity has overtaken the courier and express services industry. Dis-tribution companies are jos-tling worldwide to position themselves in this rapidly expanding sector.

They are looking to capture a share of a market that is cent a year in spite of an expected slowdown in docugrowing at between 35 to 40 per ment business caused by the development of computer networks and facaimile machines.
However, observers expect

the industry to experience a fundamental rationalisation in the 1990s, with the largest proportion of the business being concentrated in the hands of a few large, global companies, providing integrated one-stop EL VIDE

That rationalisation is partly customer-driven. The trend towards flexible manufacturing systems, whose object is to keep the amount of capital tied up in atocks, is making new demands on distribution com-

Manufacturers in Europe are increasingly requiring reliable and regular deliveries of parts from centralised warehouses in order to keep their inventory levels down. This process

increases distribution costs. providing substantial opportunities for logistics companies which can offer one-stop pan-

European services.

The need to provide these pan-European services is accelerating the trend towards con-solidation in the sector. The cost of setting up such services in western Europe is beyond the means of most companies, let alone the investment required to create hubs in east-

ern Europe. These costs will create a harrier to entry to companies without large resources. The only alternative for purely domestic players is to find a niche role.

A further force driving the industry towards rationalisa-tion is the increasing cost of

Tracking and tracing systems and electronic data interchange are becoming increasingly important for express companies trying to provide reliable services at speed and in a cost-effective manner. But the amount of investment required for that technology is great and cer-tainly beyond the reach of all but the largest concerns.

A significant problem faced even by the large companies in this sector is that although operational costs are growing, margins are tightening as in the medium term the number of players increases and competition becomes more intense Competition between the hig four earriers — DHL, Federal Express, TNT and United Par-cel Service (UPS) — is fierce. In the short term, these four are

weight to operate on a worldwide basis.
The companies are expand ing their presence in Europe. UPS, the largest of the hig four with a turnover of \$11bn in 1988, until recently had little presence outside the US, but is

the only companies which have the financial and techni-

now heavily marketing its services in the UK and on the The company has acquired organisation, and a Spanish operation. It has plans to acquire a UK land-based par-cels operator and a continental

company in the near future. For its part, TNT has recently acquired a specialist express parcel company from KLM, the Dutch national air-

As if existing competition was not fierce enough, in the medium term the express sernumber of powerful new entrants in the form of airlines and postal administrations.
Some of the airlines hope to

own. Swissair is setting up a service offering nationwide delivery of packages up to 100kg to 54 countries. And Brit-ish Airways already has a

A significant problem for even the large companies is that margins are tightening

door-to-door service called Speedbird Express. However, such services bave had difficulties competing because of the costs associated with developing the necessary ground infrastructure.

However, a consortium led by Japan Airlines, Lufthansa, the West German airline and Nissho Iwai, the Japanese trad-

This spring, the three com-panies announced they were

planning to take a majority stake worth about \$500m in DHL, the privately-owned express company which is the smallest of the big four, with a turnover of more than \$1.6bn

through, it could herald the start of a series of links between atrlines and express companies.

Five years ago, the Buropean distribution industry had a number of clearly defined sectors. However, the difference between mail, express services and freight is becoming increasingly blurred.
Postal administrations are

offering express services; express services companies are looking at the prospects which may emerge from a possible break-up of the European postal monopolies as well as the potential for moving into the the street expression of the street expression. the the air cargo business pres-ently offered by airlines and freight forwarders; and airlines are moving into the express HERVICES ONCLOS.

The attraction of the express business for the airlines is con-

According to the Interna-tional Air Transport Associa-tion (IATA), world airline prof-

its dipped by 23.5 per cent last year because of increased costs. Lufthansa, which is the world's largest cargo airline, estimates that it does not open ate a single intercontinental flight that would be profitable without freight. The high margin, low weight express service business would amortise the heavy fixed cost of operating

postal administrations. Two

years ago, most of the European administrations, together

with the post offices in the US, Canada, Japan and Australia linked together to form Uni-

post, whose object is to co-ordi-

nate the express and time-sen-

sitive activities of the member administrations. Their services

are being branded under the name of EMS (Express Mail

In the meantime, it is far

from clear that all this merger

and acquisition activity will actually prove profitable.

Federal Express has reported falling profits for the last five

consecutive quarters after its acquisition of Flying Tigers.

The company subsequently

increased its prices between 2 and 10 per cent in April. UPS also recently announced price increases in the US.

"A lot of people are buying market share," explains Mr Roger Blacklock, air division

manager at the British Interna-tional Freight Association.

"But it remains to be seen if the companies involved can make their new acquisitions

pay. Very few companies are actually making any money in

Europe at the moment

the aircraft The DHL deal is seen by industry observers as a response to Federal Express' \$880m purchase of Tiger Inter-national and its subsidiary, Flying Tigers, the Pacific-based air carrier which was until then the largest cargo airline. Observers believe the move was motivated by a desire to acquire access to overcrowded Japanese airports through Fly-ing Tigers' take-off and landing

The industry is awash with rumours about further links between express service com-penies and airlines.

Air France plans to have 20 dedicated Roeing 747 cargo aircraft by the end the decade, and may well be looking for a partner. Rariier this year, British Airways had to deny it was in talks with Federal Express. IN THIS SURVEY

R PROFILE: TNT: joint operat

AIRLINES: renewed push ECUSTOMS: more speed

PROFILE: Federal Express,



heading for a showdow # POST OFFICE: Parcellorce IN ELECTRONIC DATA INTER-



II TECHNOLOGY: a double SECURITY: combating ter-E REMAIL: evolving into a

Phillip Halliday

EASTERN Europe is the last emerging territory for interna-tional courier companies. It inspires the regional managers to think of themselves as pio-neers and this imagery comes out in brochures and in-house magazines. TNT relishes "the challenges of the new frontiers" while the DHL east Kuropean head office calls its magazine New Frontiers. The irony is that managers

come out to eastern Europe with such horrific visions of the area's commercial adversity that they can only be

pleasantly surprised.

Mr Mark Forsyth, financial controller of DHL's east European office, and Mr Geoff Booth, general manager of TNT's Hungarian operation, have worked before in the developing world. So when they judge eastern Europe they * compare it with their former postings. Hungary, where both are based, compares favoura-

bly. Mr Booth, a veteran of Thailand, came to Hungary with few expectations and so has had few disappointments. "You don't just come into a place like this and expect a Holiday Inn on either side of the street," he says, unconscious of the view out of his office on to

EASTERN EUROPE

Across the inal frontier

20-30 per cent net profit on revenue after international shared

costs are deducted.

The company is not so well established in the rest of eastern Europe but its Yugoelavian operation is self-financing and Mr Forsyth predicts the Polish one will be in a couple of months. Even the Soviet Union, where perhaps the greatest logistical difficulties are faced, will move into profit in two or three years.

Yugoslavia through the Hungarian capital. Although the plane carries cargo in addition to courier packages it still operates at 30-40 per cent capacity. During the day the plane is hired out for charter flights to help meet ng and finance costs

TNT is not making money yet out of its Hungarian operations but Mr Booth is confident that the first profits will show in a few months . He admits that DHL, because it arrived earlier, is a larger and formidable competition

but he disputes DHL's estimate of its market share, claiming that the market is far too

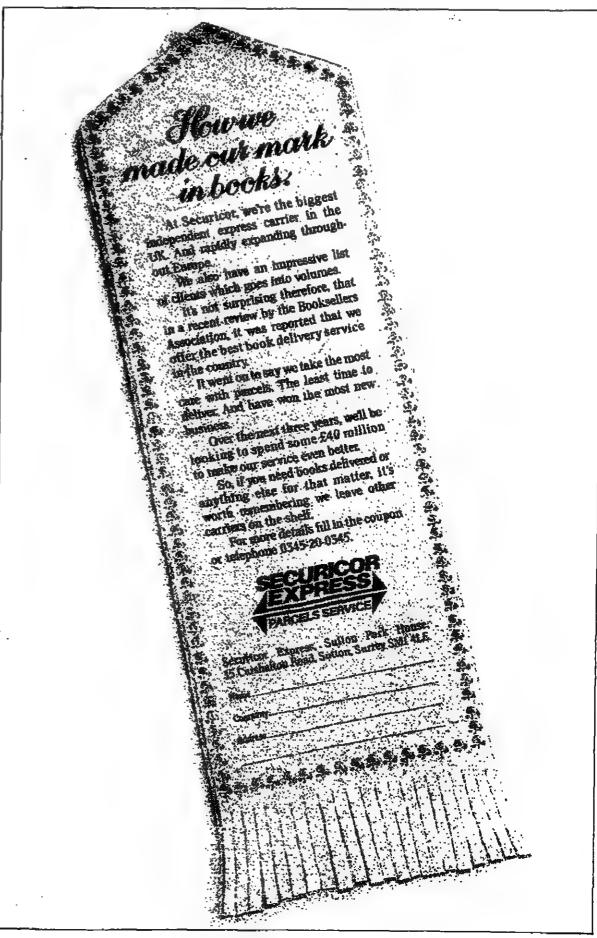
neers and has built up a strong position since its early start in eastern Europe. It covered the region with agencies by 1986. Two years later it established DHL Hungary, a joint venture, one of the first, with Hungocamion under DHL management.

> is equipped with on-board com-puters which scan and sort from Heathrow to central London. "The bus has replaced don. "The bus has replaced vans which were often caught in traffic and improved services." said Mr Bessley, who said the idea may be taken up in other financial centres such as New York and Tokyo.
>
> DHL likes to think projects are hard distribution in

This is a people business and we must make sure we are

Tim Burt

mon uncer DHL management control. Later that year the company moved its eastern European head office to Buda-pest and in 1988 the city became its regional hub, with nightly charter flights to Brusyoung to analyse so precisely. It is true that the market is insufficiently exploited for competition to be a constraint on expansion. In spite of the dominance of DHL in Hungary, are faced, will move into profit in two or three years. The company predicts rapid growth in its east European air express shipments. In-bound traffic should grow this year by 23 per cent while outbound is expected to grow by 68 per Mr Booth says that TNI's busi-ness has doubled in the last After substantial advertising in Hungary, the most developed east European market, DHL has the highest profile of the international courier comfive months and he expects it to double again in the next. At present, demand is insen At present, demand is insen-ative to price. But Mr Forsyth predicts that will change in six to 12 months. As the Hungar-ian market becomes more man panies and its name is often synonymous with the industry. DHL's two main rivals in Hungary are TNT and UPS. TNT has established a joint venture with Maley, the Hungarian state airline. The TNT-Maley leased BAe146 makes nightly flights between Budapest and Cologne, and services It certainly was when the Hun-garian Trade Minister urged Hungarian companies who wished to break into overseas rated companies need not feel hemmed in. For there will be rather than post them. Mr Forsyth claims an 80 percent share of the Hungarian Nicholes Denton pass most Holiday Inns. DHL was the first of the pio-Budapes PROFILE: DHL might try to squeeze DHL out of new markets: "Price dump-ing does not do anything for the market or profits. If our competitors try it, it could take A business on the ground in London, meanwhile, DHL has introduced an innovative sorting bus in London, to ease delays to distribution caused by traffor the people fic congestion. DHL's UK executives claim London has the performance in document dis-tribution is, by comparison, well developed: serving 184 oping products away from the domestic market to sell in European Community states. worst congestion in the world. The converted Mercedes bus He eschews, however, the



THE DRAL signed last month between DHL international, a division of the world's largest international express delivery concern, Lufthansa of West Germany, Japan Air Lines and Nissho Iwai — a Japanese trad-ing house, will give the courier company greater flexibility in the growing market for door-to-door air delivery. Mr Peter Davies, general

manager of DHL International (UK), believes the deal will complement existing services, and offer more aircraft space and facilities for parcels, a sector where the company wants to expand.

A few yards away from Mr Davies office at Heathrow a sorting system clatters around a warehouse the size of a soccer pitch. There documents, the bulk of DHL's business, are sorted into sacks marked by airport code. Mr Davies would like to see

parcels of up to 50kg each passing through the warehouse in London or DHL's European hub in Brussels, where the sorting system is spread over

"There's a need to develop into heavier weight services. We've been operating in the parcel sector for some years but we need to expand it," says Mr Davies.

DHL commands only 3 per cent of the express market in dutiable items - everything which is not a document. Its

countries, employing 20,000 people worldwide and 100 aircraft. It claims that more than half a million customers last year lifted turnover to \$1.6bn. The company is introducing new technology on its so-called "profitability routes" in Europe, North America and Asia Pacific such as the Easy Ship on-line computer system, which gives customers track-ing and tracing carabilities.

which gives customers tracaing and tracing capabilities.
However, it is looking at
opportunities in untried countries. DHL's target list for the
1990s includes Albania and
expansion of existing services
in Soviet Mongolia, where the
company opened an office last
year. There are offices in the year. There are offices in the capitals of eastern Europe and

a sorting hub in Budapest.

Mr Davies expects the formation of the single European market in 1992 to increase his business. He is looking to exploit new demand from UK companies which will be devel-

idea of "one-stop shopping" favoured by rival TNT, which plans to offer customers a com-plete distribution package. DHL thinks the proposal will be taken over by freight forwarding companies using "a one-stop gimmick" as a guise for contract distribution.

DHL offers a Worldmail survice to compete with the remail operations of companies such as TNT. Worldmail, which was launched in 1986, is being revamped.
Like Federal Express which

plans to concentrate on its core heavyweight distribution service in the early 1990s, DHL will be concentrating on the documents market. The "big four" - DHL, TNT, Federal Express and UPS - will come into greater competition, when Brussels-based DHL increases its share of the general express market, says Mr Davies.

He warns companies which

such as bus distribution in London improves its image as a world player in the distribution market with strong local services. Mr Davies said: "We may be stronger in London than outlying areas. But in Mongolia, for example, their may be strong local demand and we must make sure our customers there view us a good

local operator.

The removal of Europe's fiscal, physical and technical barriers is expected to bring large increases in trade which will fuel a strong volume growth in transportation particularly in the express sector which correlates closely with increases in economic activity.

Over the past few years, changes in European manufacturing, production and distribution systems, have emerged. An increasing adherence to just-in-time techniques has led to inventory shrinking, fewer warehouses and distribution centres.

A clear shift continues to occur between planning and order-based logistics from "make to stock" to "make to order" which gives rise to smaller shipments, shorter customer order cycles and shorter transport lead times. This in turn demands a greater number of fast, direct deliveries door-to-door from supplier to

A growing number of companies are calling for single-stop shopping because they recognise that integration of the transportation chain will be the organisational trend of the future. These companies are partners capable of taking responsibility for the total jourAnne Hunter looks at Europe and the express race to 1992

The scramble for a foothold

Among them is Xerox which spends \$90m a year on air freight and air express services. Xerox is reducing worldwide inventories by 30 per cent, decreasing vendor bases and consolidating European distribution centres from seven to two. These changes demand, ideally, a single partner who can provide global speed and

In their search for the ideal transport partner, a number of European shippers have turned from traditional transport to express services.

To achieve door-to-door reliability, they have paid the pre-miums charged for fast trans-fers - often faster than they actually need, although frequent exposure to speedy ser-vice has meant that a growing number of companies expect deliveries overnight to arrive first thing the next morning as a standard service.

With the exception of TNT, the Australian-based company which is the European express market leader with its com-bined air and road system for shipments of any weight, the US air express parcel compa-nies have led the field in express integrated operations

Unlike TNT, their systems

ney and liability for the entire are geared to small shipments transportation chain.

In spite of this restriction, they have converted considerable business away from European traditional air and surface transportation primarily because of their guaranteed reliability and their undertakhave now realised, the final, profitable express winners in Europe will be those with pan-European combined air and surface networks.

An air network linking European trade centres with a central hub, such as Fedex and DHL in Brussels and UPS in

In their search for the ideal transport partner, a number of European shippers have turned from traditional transport to express services

ing to control the transfer door-to-door for one single, inclusive rate and one, single

While reliability remains of paramount importance, the increasing emphasis in Europe is on the ability of a transport partner to provide a reasonably fast, reliable, pan-European and global, door-to-door service. It is only through working with a transport partner with such a network, that the shipper can achieve its aim of

single-stop shopping. However, there are few, if any, companies in or outside Europe capable of meeting this requirement. In Europe, only TNT is close to attaining pan-European status with cross border operations between

As the express operators

Cologne, requires an extremely high volume of shipments on a daily basis at very high yields to cover the high costs of the

However, there is an extremely high entry barrier to the development of a European road transportation network where the large investment required will prevent only the richest companies from expanding in this way. United Parcel Service (UPS),

the US-based company with a \$12.3bn turnover in 1989, is a very wealthy, profitable com-

Although it was the latest of the US air express companies to launch European services, the company's progress in Europe has been rapid with the development of a constantly expanding air network around

a central hub in Cologne with connecting services to the US. Last month, UPS announced plans to establish a European ground operation. To achieve a UK domestic network with links into and throughout Europe. UPS has said that it will probably buy a company that is able, through its existing network, to take UPS at

The unconfirmed but hot. odds-on favourite is the privately-owned UK company Seabourne Express which has an established European road express network.

least part way towards its pan-

Meanwhile, the air express companies face revived competition from the traditional European transportation industry which has woken up to the fact that it already holds the key to pan-European express operations.

However, the door is only likely to open for joint ven-tures between parties such as an airline and an express com-pany or an airline and a system operating forwarder. One such relationship was formed last month when DHL sold minority stakes to Nissho Iwai (a Japanese trading com-

pany). Lufthansa and Japan Airlines.
The new alliance will enable DHL to slot into the extensive

European and intercontinental systems of Lufthansa and JAL while the airlines gain access to DHL's ground, collection and delivery network in 184 countries which will enable them to market their own express door-to-door services.

In Europe, where traditional air cargo services are in direct competition with high performance LTL (less than trailer load) road services and with other surface express operators, the road operators stand to gain an even greater competitive advantage from the removal of barriers in 1992.

A number of deregulator measures liberalising both road and air freight movements have been introduced and more will follow. The air courier and air express companies continue to make headway in their battles with postal and customs authorities although an abundance of anachronistic red tape continues to undermine air express innovations and to complicate

There are only a handful of forwarders operating LTL Europe-wide services including Schenker, Kuehne & Nagel, Panalpina and Danzas, Others with a former national and regional bias, are moving quickly to develop their cross border services and several. including Davies Turner and Danzas, have launched time-controlled European express transportation services.

Returning to the changes in manufacturing techniques and the resulting decrease in ship-ment sizes, it is this LTL and road express sector of the

express transportation indus try that is likely to see the highest growth in Europe ever the next few years

Philips, the large fluten com-pany, is in the threes of shift ing all its existing air cargo and air captess flow within Europe to fast LTL services

and to road express services The large European forwarders have the extensive European ground networks in place and further expansion which will be made easier by the removal of barriers, will be affordabie

Joint contures between such companies and scheduled air lines are likely to increase and they will represent a serious threat to the oil express com-

With their pan European and global capacity for shipments of all sizes these alliances would have immediate call on a large existing multinations; restagner base which has so for cluded some of the large US air express companies which still rely larvely on their domestic US market for their international business



PROFILE: TNT Joint ventures point way to fresh markets

multinational, last year learned the full cost of dependence on a workforce that

owes the group no direct alle-giance: alreraft pilots.

Strike action by Australian pilots during 1889 grounded thousands of delivery flights and contributed to a 41 per

cent fall in half-year profits.

The group's first quarter net profit slumped from £26.9m to \$7.97m in the three months to September last year during the dispute at Ansett Airlines and East West Airlines, the Australian domestic carriers jointly owned by TNT and Rupert Murdoch's News Corporation. Keen to avoid similar prob-

lems in new markets, such as eastern Europe, TNT has signed joint operating agree-

services. Its deal with Aeroflot, the Soviet carrier, signalled a new partnership - TNT Aeroflot Express Services, to make door-to-door deliveries in and out of the Soviet Union. Mr Paul Moorhouse, manag-

ing director in Britain of TNT Worldwide believes castern **Europe** is an important growth area for the company. TNT has added an operating deal with JAT, the main Yugoslav cartier, to its existing operations with Maley of Hungary. Remail is one of the other

Unlike some of its competitors, TNT is setting its sights on new markets

areas where Mr Moorhouse plans expansion. TNT claims to be a market leader and boasts 1,800 people working in that division. TNT Mailfast has invested heavily to establish 55 remail centres in 33 countries. Only war-torn Lebanon is out-

side its range.
TNT Mailfast has become the world's fifth largest postal service, and plans to publish a directory of the world's direct marketing agencies. The company claims the directory will provide "one-stop shopping" for manufacturers wanting to market their products in differ-

ent countries. The company is challenging the dominance of the Post Office in Britain by employing its own postmen in important business centres and TNT claims it can undercut the Royal Mail by up to 10 per cent and postal services in the US and Australia by about a quar-

"If there was a relaxation of the Post Office monopoly there is quite a few areas of postal services that we would like to

get into," says Mr Moorhouse. The group is encouraging its European divisions to secure lucrative contracts with certain industries, such as the automotive sector.

Last year, TNT Contract Distribution, a division of TNT (UK), signed contracts with Ford, the UK subsidiary of the US motor manufacturer, and VAG, the Volkswagen trans-

However, TNT has learned



the danger of an over-depen-dence on a few important industries' profits in North America were last year affected by a downturn in the US automotive industry, in

which TNT is a main carrier Expansion in Europe with projects such as its Overniaprojects such as its civerina-dir Express, the purchase of KLM Airlines' XP Parcel Express and a \$50m joint ven-ture with Maley, the Hungar ian state airline, has increased total exorts by about \$50 pc. total assets by about \$554m

The development of a Euro pean road freight business has focused TNT attention on 1992 and the European single mar ket, and the group hoasts (29) depots in 17 countries.

The group feels strong enough in the UK to challenge the Post Office for a stake in general mail delivery. TNT Express UK has cullecting points in hotels, petrol stations and business centres, and the Mail Users Association has said there is a need for compe-

tition.

The long-term nim, according to Mr Moorhouse, is to provide a total distribution pack age covering air and road deliveries, international courier services; and domestic dis-tribution. "What we want to be able to do is to provide every

thing the customer needs.
"DHI, is only a courier com-pany at heart and it does not have a domestic infrastructure to match ours," Mr Moorhouse adds. The Worldwide managing director, who graduated to that post from general manager of Mailfast, wants to create an integrated service for courier and express delivery customers.

Unlike some of its competitors. TNT is setting its sighton new markets. The group plans, for example to expand its Sameday delivery service out of the UK and into Europe.

Mr Moorhouse estimates that if every one of the TMT's Euro-pean customers use such a service only once a year it will still be a worthwhile investment: "that's 300,00 movements

a year - that's a big business."
Mr Moorhouse concludes that TNT's ambition is "if we feel there is a new market we can serve well, then we will do it. The day you start standing still you only go one way: con-

Tim Buri

Swiftair provide your

Your chances of attracting new customers across the Channel could very well depend on how you reach them.

But your comparative advantage depends

(So how will you balance price versus the quality of your delivery?) Fortunately, couriers and contract airmail

services are not your only alternative.

Swiftair, our international letter service for important mail offers priority treatment to

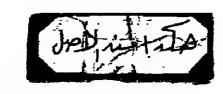
speed sorting and onward despatch. In effect, it provides you with an express letter service without the high costs charged by couriers.

Swiftair is available from local post offices or via your company collection. It's a simple, fast, economic delivery service which offers real business advantages.

For more information either phone 0800 581 960 or contact Jim Taylor, FREEPOST, Royal Mail International, 52 Grosvenor Gardens, LONDON SWI 0YA.



By Air, By Land, By The People Who Know Europe, By Hand.



From Andorra To Aruba.
From Cameroon To Costa Rica. From Hong Kong To Holland. From Kenya To Kuwait.
From Malaysia To Martinique. From Turkey To Thailand.



One By One.

To earn your trust, not just your business.

This has always been the aim of UPS.

It takes a commitment to service. But more, it means giving you the practical worldwide network your business needs demand.

Being a partner who does business where you do business.

Which is why UPS now offers express delivery of parcels and documents to 180 countries and territories. Worldwide.

The task may be as simple as getting your shipment from A to B, but at UPS we never forget that trust is earned by doing it right.

Every single time. To every single place.



United Parcel Service

As sure as taking it there yourself.

Hampered by their long standing relationships with freight forwarders who have generated as much as 90 per cent of their cargo traffic. scheduled airlines in particular have found it hard to establish a role in the international air express business.

A number of early attempts by leading airlines to develop their own door-to-door express delivery operations failed to take off successfully, due in large part to a lack of support from forwarders who saw the moves as a threat to their own future business.

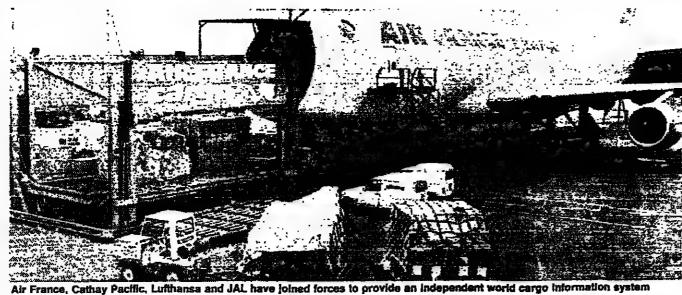
Airlines are seeking other ways of securing a role in the international express door to door delivery market. For West German airline Lufthansa and Japan Air Lines. that involvement could come through a large shareholding in privately-owned DHL.

hose two carriers, together with Japanese trading com-pany Nissho Iwai, last month signed a deal with DHL, reported to be worth some \$500m, which will enable them to build up a 57.5 per cent stake in the express company over the next 18 months. Initially. Lufthansa and JAL are each taking a 5 per cent share and Nissho Iwai, 2.5 per cent. Such a tie-up should signifi-

cantly strengthen the express market involvement of Lufthansa and JAL, who recently announced they had joined forces with each other and two other leading carriers, Cathay Pacific and Air France, to provide an independent world cargo information system.

Air freight industry observ ers believe other international airlines may follow the example of those carriers in taking action to consolidate their place in the world air cargo/air

Prominent among them is Mr Bill Boesch, the vice president cargo for US carrier



Phillip Hastings on the airlines' move into the express market

Carriers renew market push

JAPAN: 7m documents were shipped out of the country in 1989

In 183 countries, claims about half the Asian

market and about a third of the European

Asla.

American Airlines which is making a big effort to step up its freight distribution activities worldwide.

"I expect to see leading combination (passenger/freight) carriers in many countries take decisive action such as the DHL/Lufthansa/JAL deal to protect their business from the express carriers as they move into international mar-

Airlines are seeking other ways of securing a role in the express market

kets" he said "In addition to intensifying internal efforts. they will spread their wings by transforming traditional cargo interline relationships into global technical, marketing and operating alliances for cargo movement all round the

Mr Boesch claims that international airlines are strongly placed to compete with integrated transport operators such as DHL, Federal Express and TNT. He maintains that combination airlines, by which he means those which carry passengers on the upper decks and cargo in the bellyholds, are getting into the higher yielding express freight business dominated by the integrators, while the latter are plunging into the low-yield, low-profit, air freight market.

I predict that in the 1990s "I predict that in the 1990s, combination carriers will reshape the cargo market. They will change the air cargo business as profoundly in the 1990s as the integrated carriers did in the 1980s," he said.
"Since combination carriers

transport passengers and cargo on the same plane, we pay a lot less for our cargo space than the express carriers. Since we use our terminals, hubs and fleets all day, all week, we are have frequent flights through out the day, we can offer a full line of reliable express and air freight products.

The big problem for the scheduled airlines, and one which many observers believe they have yet to solve, is how to make the most of those advantages and use them to compete successfully for express business. For the moment, carriers still appear to have widely differing opinions as to how they can best

achieve that goal. British Airways, for exam ple, operates a door-to-door delivery service called Speedbird Express but is concentrating most of its development efforts in the express market on a wholesale operation called Speedbird Courier.

BA, following substantial recent expansion, offers express industry trade customers Speedbird Courier services out of London's Heathrow and Gatwick airports to nearly 60 destinations. It is looking at the development of Speedbird Courier services out of some UK regional airports such as Birmingham, Manchester and

Looking further afield, BA hopes shortly to finalise arrangements for an expansion of its Speedbird Courier wholesale express service to the US following a recent agreement with US carrier United Airlines on the development of a joint wholesale express product out of the US into the UK. The agreement will enable United to offer nextday delivery in the

Scheduled airlines have found it hard to establish a role in the air express business

UK for small parcels and documents originating in every large US city not served by BA. Following the wholesaler route is UK-based cargo airline Air Bridge Carriers. The company is best known in express industry circles for its opera-tion of aircraft to support forwarding group Air Express International's Pandalink intra-European delivery ser-

vices. However, Air Bridge last month announced that the two companies had restructured their activities in that market Air Bridge has set up a new division. Air Bridge Express, to provide European overnight wholesale capacity for forward ers and other express service

operators via a system centred on Brussels. Meanwhile, AEI is looking to further expand its Pandalink door-to-door product, using Air Bridge Express capacity on an airport-to-airport basis.

In contrast, while Air Bridge and BA concentrate on building up their wholesale express activities, French national carrier Air France has opted to pursue a different approach and concentrate on the development of its own door-to-door delivery services.

In that context, the airline is setting up a number of joint venture subsidiary companies. First of the new companies to be set up is Sodexi UK which becomes the UK arm of the air-line's established express subsidiary in France, Sodexi SA (Societe pour le developpment du fret express international).

Sodexi SA is responsible for providing a specialised door-to-door service called Mach Plus which caters for the international shipment by air of parcels up to 60kg within Europe and 30kg to other destinations such as Asia. The service is available to 34

Birmingham-based WPS (World Parcel System), is a new UK company jointly owned by Sodexi SA and the Mach Plus transport partner in the UK, which has some 100 denots around the country. Air France says the Inten-

tion is to set up similar Sodexi subsidiaries in other European countries, notably the Netherlands, Belgium, West Germany, Italy, Spain and Switzerland

Last year, adds the carrier. the Mach Plus door-to-door service handled some 18,500 ship ments totalling about 270 tonnes of cargo and generated revenue of FFr13m (\$2.3m). The carrier wants to increase Mach Plus business by 60 per cent

popular destination for Japa-

nese skiers. The two compa-

ut March

venirs, clothes and golf clubs into the hands of a delivery company for shipment to their homes. The Nippon Express Pelican Jet Pack service delivered some 62,700 such packages in the business year to March 1989, a 47.2 per cent increase from the previous year. The number was expected to have jumped about 50 per cent by Both Yamato Parcel Service and Nippon Express have placed 50 agents in Canada, a

conference in New York. nies also use overseas branches of Japanese departexpress traffic. ment stores and botels as ship-In that context, the secretar-

A noteworthy innovation that is confined to the domeslat has this year been asked to identify the data exchanged between operators and customs; to determine whether the which Japanese can inexpen-sively send parcels throughout data required is the same for the different categories of conthe country by simply taking them into a neighbourhood shop that has a contract with signments; to identify the minimum data for release to be an express delivery service. So rapidly is the interna-tional express delivery busigranted; to determine whether existing data meets the requirements or whether amendments were needed: and ness growing that it has run up against the same wall that commercial airlines in Japan to consider the possibility of affixing the essential data to are facing: limited airport

> out drawing up new forms. The CCC secretariat is looking into dividing consignments into four categories (documents, no value, low value and other), since this could have an effect on the information and documentation required. For example, goods classified as documents or low value items could be released on minimum informa-

CUSTOMS

Clearance gains speed

NEW technology and a growing appreciation of the needs of the international courier express industry are encouraging customs authorities around the world to seek new ways of speeding up the clearance of shipments

On the technology side, for example, customs authorities are studying what information needs to be passed between them and express carriers with the introduction of EDI (e)ectronic data interchange) systems and generally looking at ways of using that technol ogy to simplify and accelerate clearance procedures.

At the same time, customs authorities appear to be moving towards accepting the idea that express traffir should be divided into different catego ries and treated accordingly. Less encouraging for the air express industry in particular

s that hopes that the advent of the European Community sin-gle internal market would open up opportunities for customs learance of incoming international traffic at central hubs could be dashed, at least in the short term, by operational and VAT-related problems

Initially, customs authorities worldwide were generally slow to react to the rapid growth of international express industry and reluctant to change their clearance procedures to meet its special needs. However, over the last three years or so the authorities

have begun to introduce proce-dures designed to simplify and speed up such operations. But he express industry still believes there is room for substantial improvements, a view supported by Mr Georg Gotsch-lich, director of the Brusseisbased Customs Co-operation Council which co-ordinates customs activities and developments worldwide.

"The new procedures demanded by the fast-growing express industry require a quick and positive response from customs. The customs response is already there but it may be in the interest of customs to go further to meet the challenges. The new procedures formulated for the express industry today may be the forerunner of standard customs clearance procedures of the future." Mr Gotschlich told the recent World Express 90

Putting words into action, the CCC is looking at the ques-tion of EDI and its impact on the customs procedures for

the consignment to speed up the procedure, although with-

However, the CCC has decided that because of differing economic conditions around the world it would be

value limits for different categories of express consignment in respect of the duties and taxes to be levied.

In addition to the seints covering customs clearance of express industry shipments which the CCC has agreed to enudy, a number of other issues

are likely to be discussed.

Among the ideas in that category is the possibility of affixing the ossential data to express considements in the same way as as done for postal service parcels

Surh a procedure would enable customs to initially categorise consignments into the four categories so enabling customs to segregate the buik of the consignments which normally would qualify for expedited clearance on the basis of minimum documentation. This procedure is attracuve because it does not make it necessary to draw up new forms which should be avoided if facilitation is the goal, added Mr Gotschlich

Express industry hopes that creation of the single market will pave the way for carriers to customs-clear incoming convicuments at a central hub appear to be threatened by the

issue of VAT Mr Maurice Walker, head of the European Commissions Unit Computerisation and Data Processing DGXX1 told a recent express industry conference that while community goods would be able to pass

The express industry says there is room for more improvement

from one member state to another without the need for documentation or procedures after 1992, transit procedure would still be required for imported, third country goods which had not been cleared at the point of importation

Express carriers would then in theory have the option of continuing to clear goods at the member state of destination or opting for release and clearance at a central hub. However, said Mr Walker, there were two disadvantages if the latter was chosen.

First, there was the potential degradation of delivery times. If an aircraft landed at a hub with an importation and the customer awaited cicarance at that point and for some reason the clearance was delayed and the onward transport was missed, the customer suffered a degradation in time. So that

option needed careful thinking about, said Mr Walker The other factor which had to be borne in mind, continued Mr Walker, was the uncertainty concerning the VAT rules after 1992. VAT after that date would be destination based, not origin-hawd Commission advocated the lat-ter but had lost the argument and member states had asked for destination based VAT.

There was still a lot of uncertainty as to how that system would be applied and what machinery would be used. Mr Walker said.

From the express industry point of view, a situation could arise where a customer had customs clearance at the hub and then had to pay VAT at the point of destination - not exactly the most clever way of handling an express carrier's type of operation, he said. That is why I feel you may

stay with the status quo, said Mr Walker.

Phillip Hastings

mari

EXPRESS delivery services Japan. But as with microchios. machine tools and myriad other foreign innovations, developments here are shaking up the business worldwide.

For starters, there is the size of the potential market. Much of the growth in the international door-to-door delivery business is taking place in Asia, with its robust economies and the relatively nascent state of the service on the continent.

Japan's Transport Ministry says sales of such services from Japan increased by 25 per cent to \$267m in the year ended March 31, 1989. About 7m documents were shipped out of the country that year, nearly double the figure of 1985. And small package deliveries grew several times faster.

That has sent foreign companies, from United Parcel Service and Federal Express of the US, to TNT of Australia, scrambling to shore up their operations throughout Asia

There's no shortage of competition: 29 domestic and foreign couriers operate in Japan alone. DHL International, which introduced courier service to Japan in the 1970s, found another way to strengthen its hand. On May 29, the dominant,

Brussels-based courier company announced it had sold a majority stake to Japan Air-lines, Nissho Iwai, a leading Osaka-based trading house, and Lufthansa Airlines. The deal was for \$500m.
"This is a revolution of the

carrying companies, and it will have a big impact on Japanese forwarders," says Mr Takuya Mizukami, an economist with the Industrial Bank of Japan. It

Growth outstrips airport space is also bound to have a big impact on the world market, Taiwan by the summer of 1992

and Lufthansa an opening to DHL, a privately held com-pany with offices in 183 coun-tries, claims about half the Aslan market and about a third of the European. But it allowed to fly here. needs air freight capacity and

wants to become a bigger player in the parcel-delivery business, which is led by Federal Express and UPS.

JAL and Lufthansa, which France and Cathay Pacific in setting up an International cargo information network,

giving JAL a handle on Europe

need DHL's worldwide distribution services. Unlike Federal Express, DHL has no rights to fly its more than 100 aircraft in and out of Japan. Thus, it has had to rely on international carriers such as JAL and Lufthansa for ship-

ment, so the link will solidify that relationship.
Analysts say DHL was feeling pressure from Federal Express, which in 1988 pur-chased Flying Tiger Lines, a leading US air cargo company. to help it with its drive on Asia

and Europe.
That deal was all the more significant because the demar-cation line between air cargo and door-to-door delivery services is fading.

Federal Express plans to construct a hub facility in

to improve service to south-UPS is expected to gain

rights soon to fly in and out of apan, as part of an ongoing market-deregulation process that began in earnest in 1988, when Federal Express was

Other salient developments

in express delivery during the

past few years have been strongly influenced by the

Asian market.
One concerns the content of

the shipments. Now, as before, the greatest portion of the overall business deals with

document delivery. But carri-

ers are steadily moving into the delivery of parcels, such as

computer tapes, parts and product samples, mainly for

manufacturers and trading

There are two reasons. First.

as manufacturers move toward

the just-in-time ("what you

want, when you want It") delivery service pioneered in

Japan, air couriers are increas-

ingly being called upon to ferry vital components to overseas

When a Japanese manufac-

turer receives an order for

WHEREVER YOU'VE AN URGENT CONSIGNMENT

nents for the first 50 by express service. Then he has the lux-ury of sending the parts for the other 150 cars by other means

The same system has worked well for the lightweight, finished high-technology goods produced in Japan and the DHL, a privately held company with offices

newly emerging economies of

A new trend among big man-

ufacturers, such as Matsushita Electrical Industrial and

Toshiba, is the establishment

of "in-house forwarders" -

subsidiaries to exclusively han-

dle the forwarding of their own

parts to overseas plants, says Mr Mizukami.

gradual retreat of the docu-ment delivery side of the busi-ness has to do with the rapid

development of computer net-

works and facsimile machines.

will render document delivery obsolete, especially since the quality of facsimiles is no

match for the originals. Nonetheless, the growth of

that end of the business is

expected to trail that of parcel delivery.

No one really believes these

particularly in Japan.

WE'RE ON STAND-BY.

Wherever there's a major airport, seaport or rail-

head throughout Europe - and into the East - you'll

find TIP. On the spot to help you meet the demands

With 78 branches in the logistical centres of

of today's 'just-in-time' business environment.

Europe and over 250 types of trailer for rent -

including container chassis, intermodal road/rail

hire, or long term lease (with vehicles painted in

your own livery if you like), no-one offers better

hand to help people in a hurry so call us today.

transport solutions than TIP. We're always close at

TIP TRAILER RENTAL

Yours when you need them.

OURS WHEN YOU DON'T.

For temporary spot hire, static storage, contract

swap bodies, and Hydroroll air freight trailers,

we're well equipped to match your demands.

EVERY TRANSPORT SOLUTION

A further reason for the

parts for 200 cars from a US dealer, he can ship the compo-

coming years. Federal Express, the number one US carrier with \$5.2bn in total sales, has positioned itself for the emerging technology by developing an information can electronically send bulk

"There will always be a need

However, Mr Katsushiko

acknowledges that the growth of parcel delivery may outstrip

that of document delivery by as much as two-to-one in the

to transmit original docu-ments," says Mr Katsushiko Yamazaki, a DHL spokesman

in Tokyo.

We want to turn into a sort of common carrier like KDD (Japan's long-distance phone service)," says Mr Hideaki Arai, senior sales manager for Federal Express Japan.
The past two years have also

seen a modest breakthrough in one area of business that had long proved elusive for parcel carriers: individual customers. Express delivery in Japan, as elsewhere, is still mainly seen as a service for commercial customers. But the increase in tourism and the continuing strength of the purchasing power of the yen are bringing more individuals into the fold. By tradition, Japanese tour-

ists and business travellers are obliged to return home with armfuls of gifts for co-workers and friends. Now, they can off-load extra items, including sou-

FEDERAL Express, the Tennessee-based international

courier and express carrier, is unworried by a possible chal-lenge to its business by DHL

The US company is confident

its fleet of distinctive purple

and orange abcraft can with-stand competition posed by the deal signed last month by DHL, Lufthansa, Japan Air-

lines and Nissho Iwai, a Japa-

nese trading house.
Federal Express admits,

however, it is bleeding profits because of its \$895m purchase

last year of Tiger International and its Flying Tiger subsidiary, which was then the world's

largest cargo airline. Flying Tiger brought with it a fleet of

Boeing 747s and landing slots

at Japanese destinations.

Mr David Wilcock, UK managing director of Federal

Express's international divi-

sion, says his fly-by-night group lost heavily on the Fly-ing Tiger acquisition because it did not anticipate the problems

US flight network.

Mart McQuillan

Neither the continued expan-

sion of Tokyo's Narita airport nor the New Kansai Interna-tional Airport in Osaka are

expected to bring much relief.

"In four to five years," says Mr Mizukami, "airport capac-

ity will be expanded. But the

express delivery business is

growing at an even faster pace.

That means in four to five

years, we'll have the same

PROFILE: Federal Express

Unworried by challengers

position to contemplate large new acquisitions to rival the European moves of TNT, which has signed operating deals in the Soviet Union, Hungary and Yugoslavia.

The company is better placed to exploit the Asia Pacific region than its competitors, according to Mr Wilcock. Federal Express does not view expansion with the optimism of groups such as TNT, which has invested heavily on the other side of the iron curtain. But Mr Wilcock regards east Europe as an opportunity for future investment.

of onward services by wideits core business as a small package distributor and not bodied jets on an overcrowded Analysts estimate that Federal Express has been weakened and its after tax foreign losses are running at about ing into European competitors \$150m in the fiscal year ending because they do not fit into its in May and are expected to be about \$100m next year. Against this background, business plans. He thinks TNT

One of the core areas Federal Express would like to expand is its Systemline operation which is running in five areas of eastern Europe and throughout western Europe. It provides international distribution centres which are basically large warehouses where goods

He says Federal Express is going to concentrate more on

compete for what he calls "spurious" acquisitions in Europe. The company will not be buywas over-charged for the Pan-European parcels company XP. "It was offered to us first, we



can be held in tax-fee storage. Mr Wilcock does not expect the big four, Federal Express, UPS, DHL and TNT, to encroach on each other's busi-ness. He predicts a polarisation of activities into niche areas

where success is guaranteed.
Federal Express has invested
in Home Delivery Service
(HDS), a UK mailing service, to
establish a foothold in the home delivery market. It runs the mail service which has the contract for the pools company Littlewoods, as a second net-work to its package operations. The company has stopped using a contracted agency to deliver in Australia and has started its own service. Another area where Federal

Express would like to establish new services is as a broker in distribution, acting as an agency for clients and selling space on air freight routes as a third party business. For exam-ple, Mr Wilcock would like a businessman who wants to move a package from Paris to Rio in a hurry to be able to use Federal Express, which would then arrange for it to be on that night's Air France flight.

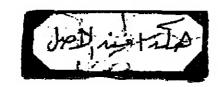
Mr Wilcock calls such services "block calls such services." vices "bolt-on extras." He pre-

dicts Federal Express will concentrate on the services we're good at the small package and heavyweight market."

Tim Burt



TIP Europe plc, - Ardenham Court, Oxford Road, Aylesbury, Bucks HP19 3EQ, Tel (0295) 395050, - Amsterdam, Amsteldak 166, 1079 LH Amsterdam, PO Box 7425, 1007 JK. Tel (020) 461 411



arance a speed

THE SINGLE MARKET FORCE.

With Europe as a single market, competition will be tougher in every aspect of business. And that includes making deliveries.

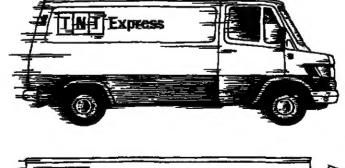
When it comes to Europe there's really only one company to choose. TNT have the people, the philosophy and the technology to tackle virtually any problem



Already we can guarantee next day delivery – any size, any weight – throughout Europe.

So if you intend to be a force to be reckoned with in the 90's, call TNT.

We deliver.





The Worldwide Transportation Group

AUSTRIA: 43-222-7135861 BELGIUM: 32 (2) 7206101 CYPRUS: 357 (46) 625600 DENMARK: 45-31-508850 EIRE: 353 (1) 420122 FINLAND: 358 (0) 821500 FRANCE: 33 (1) 48660426 GERMANY: 49-2203 569200 GIBRALTAR: (350) 72252 GREECE: 30 (1) 3607754 HUNGARY: 36 (1) 1577 480 ICELAND: 354 (1) 14025 ITALY: 39-11-26131 LUXEMBOURG: 352-357-394 MALTA: 356-234171 NETHERLANDS: 31 (2503) 33224 NORWAY: 47 (2) 655310 PORTUGAL: 351 (1) 808372/808322 SPAIN: 34 (1) 7338362 SWITZERLAND: 41 (1) 272227 TURKEY: 90 (1) 1748491/2 UNITED KINGDOM: 081-561 2345 USSR: 7 (095) 5789030 YUGOSLAVIA: 38 (11) 605555 (EXT. 2282)

THE 1990s are likely to see a showdown in the international express industry, with the main share of the business being consolidated in the hands of a few large, global operators offering integrated door-to-door delivery services. What is open to debate is who those survivors will be. Meanwhile, the rationalisation process is under way.

Notable international developments last year included the acquisition of XP Express Parcel Systems, the intra-European delivery specialist from KLM, the Dutch national airline by TNT, the Australianbased transport group; the acquisition of IML, the UK international courier organisa-tion by US-based United Parcel Service (UPS) and the acqu service (Urs) and the acquisi-tion of Emery Worldwide by fellow US company Consoli-dated Freightways. On the UK domestic scene, City Link Transport was bought by stock market-quoted services group Securiguard.

This year, a consortium including Japan Air Lines and hansa agreed to take a stake in global express company DHL Worldwide. The reportedly \$500m deal, signed last month. will enable those two carriers and Japanese trading company Nissho Iwai to jointly build up a 57.5 per cent stake in DHL

over the next 18 months.
One of the factors behind DHL's decision to tie-up with JAL and Lufthansa was the company's desire to secure suf-ficient aircraft capacity to sup-port its international delivery service development in important markets. Mr Patrick Lupo. DHL chief executive officer, highlighted that problem area at the recent World Express 90 conference in New York.

Air express will help to provide the rapid circulation of trade needed in the new market places of Europe, North America and Aug Pacific Chee

America and Asia Pacific. One important proviso here is that air express needs the help of the leading airlines in increasing capacity between Asia Pacific and Europe and between Asia Pacific and North America, he said.

Most express industry observers believe that such is the scale of resources needed to secure sufficient capacity and compete globally, that the sector will see further substantial rationalisation. Mr John Mullen, TNT group general manager, believes that by the end of the decade, the world express industry will be far

There will be fewer players in the industry and those that remain will be bigger and stronger. The ever-widening

THE increasing sophistication of modern-day distribution demands is encouraging leading express parcel delivery companies to develop custom-

er-dedicated operations in addition to common-user services. TNT, Federal Express, Parce-line and United Carriers Inter-

the parcels delivery companies which have established sepa-rate contract distribution divi-

sions while other express carri-

ers such as Lynx Express Delivery Network are expand-ing the scope of their common user operations to offer ser-

tion in Europe, more business is in the pipeline.



An Emery Worldwide DC-8 which is used between Manchester International Airport and Emery's sorting centre in Dayton, Ohio

Phillip Hastings assesses the leading express operators

A question of survival

gap between the big players and the also-rans will be an even greater gulf. There will be no room for the smaller inte-

Domestically, though, there will always be room for niche operators. There will probably be room for the smaller forwarders too, simply because a forwarder specialising in a particular area can usually pro-vide a high level of service. TNT looks to be one of the companies which will remain among the front rank of international express service organ-isations. In addition to its

home region of Australasia, the company has developed a strong presence in Europe where it now uses a mix of air and road transport operations to provide express delivery serto provide express delivery services throughout western Europe and, increasingly, in the Eastern Bloc.

North America and specifically the US are the strongest markets for most of the other

companies considered to be in the big league of international express operators such as Federal Express, United Parcel Service, Emery Worldwide and Airborne Expre Federal Express, which began operations in 1973 as a US domestic parcels carrier,

last year bought Flying Tigers, a leading US cargo airline for \$880m. The subsequent merger of the two operations has created what is said to be the world's largest full service, allcargo airline with an operating fleet of some 330 aircraft. This acquisition enables Federal Express to offer large wholesale capacity to freight forwarders as well as meeting many of its own express ser-

However, the acquisition has helped to put a dent in the company's financial results for the quarter which ended February 28 this year - net income was down from \$24.8m in the same quarter the previ-ous year to \$5.2m.

As far as European express delivery activities are con-Federal Express has a particularly strong position in the UK domestic market gained through the acquisition in 1986 of the former Lex Wilkinson transport operations but it has made slower prog-ress than was hoped in conti-

nental Europe.
United Parcal Service (UPS)
is conspicuously absent from
the UK domestic market. That
absence looks set to be remedied by early next year either through company acquisition or the establishment of its own operation. The intention, says UPS, is to concentrate on the market for parcels up to 31.5kg, market for parcels up to 31.5kg, where the company would provide overnight and two to three day delivery services.

UPS is also looking at the idea of developing daily or near-daily direct freighter operations between the US and the UF. The company operation of the UF. the UK. The company operates six DC3 freighter flights a

week between the US and its main European air hub at

Cologne, West Germany. Like Federal Express, UPS built its \$12bn a year business in the

US domestic sector but over the last couple of years in par-ticular has expanded its operations worldwide.

While much of the UPS international expansion has come recently. Emery Worldwide was one of the first companies to develop worldwide express services, building on its well-established role as an air freight forwarder. However, the US company

found it difficult to successfully combine the two types of last year by Consolidated Freightways, a US transport organisation, in a deal worth \$230m.

CF has also found it hard to establish a successful identity for Emery, a point acknowl-edged recently by Mr John Zar-ras, vice-president system

"There has been a miscon-ception about Emery's business strategy. While we remain the leading carrier of heavy the ability to move any size or weight of shipment to any business address in the world. One of our main goals is reclaiming that small package business and making it grow, he said.

Emery is pushing through a series of service improvements to try and develop additional ss. Moves have included a schedule integrity programme which, it claims, has virtually eliminated flight operations in the US; a \$35m enhancement of the company's

management information systems; and a \$38m investment in new pick-up and deliv-ery vehicles. Emery is seeing considerable reorganisation and rationalisation in a bid to

improve a struggling financial of international express services is Airborne Express, the US-based company. Its low pro-file is likely to change over the next few years and a growing number of express industry observers believe that Airborne may eventually emerge league express operators, hav-ing at one time looked like a takeover candidate. Airborne is best known for

its US domestic overnight delivery operations and inter-national air freight services, but has this year begun to sub stantially raise its profile in

the express market.

Specifically, the company is the driving force behind a new global express consortium being set up. Overseas Express Carriers, as the group will be known, initially comprises companies from five larger world markets in the US. Canada, the Caribbean and Latin America, Africa, and the Middle East. The OEC group wants a presence in Europe and Japan where Airborne is over-

Unlike some of its competitors, Seattle-based Airborne appears to be doing well financially. Results for the first quarter of 1990 included an increase in net profits over the same period in 1989 of some 120 per cent — from \$2.66m to \$5.68m. Revenue for the first quarter of this year was up by

However, probably of rather more significance as far as Airborne's expansion plans are concerned was a multi-million dollar agreement signed with Japanese trading house Mitsui

Part of that agreement included a commitment by Mitsul to provide Airborne with up to \$100m over five years for aircraft financing. Airborne is expected to announce details of some aircraft acquisitions within the next few months.

Paul Abrahams looks at post office strategies

Parcelforce leads the counter-attack

Europe are facing tricky times. Express delivery and courier companies are creaming off some of the most lucrative from Royal Mail Parcels. business in the rapidly grow-ing small parcels sector where the postal administrations are not protected by their monopo-lies. And at the end of the summer, the administrations' letters monopoly may be challenged when the European Commission in Brussels is due

to deliver its green paper on deregulation of community postal services after 1992. The postal administrations are not taking these threats lying down. In the parcels business, at least, the European postal administrations are counter-attacking.

Two years ago, most of the European administrations, together with the post offices in the US, Canada, Japan and Australia linked together to form Unipost. The object of Unipost is to co-ordinate the express and time sensitive activities of the member administrations, setting up tracking and quality control

procedures.

The Unipost services are to be branded under the name of EMS (Express Mail Services) and are designed to compete with the activities of TNT and DHL of Australia, and the US company Federal Express, as well as other carriers such as Securicor Express in the UK. The main challenge faced by the postal authorities is to

internationalise their operations. At present most of the express services operated by the postal administrations remain domestically orientated. If remains to be seen whether the EMS branding will he able to compete internationally with the advertising budgets of the Australian and US

courier companies. Nevertheless, in the van-guard of the European postal

tack is the UK Post Office's Royal Mail Parcelforce which was created earlier this year

The UK organisation set up at a time when the UK Post Office was facing increasing competition in the domestic small parcels market from Federal Express of the US and Australian-based TNT. Local operations run by Parceline, Interlink Express, City Link and Red Star were also taking market share.

"Although Royal Mail Par-cels was the market leader in the UK, we were very much taken for granted," explains Mr Christopher Kalla-Bishop, the commercial director of Parcel-

Despite having 12,000

The Parcellorce organisation no longer considers itself to be part of the Post Office

employees, 30 per cent of the UK market and a turnover approaching £600m, of which 95 per cent was with business customers, we still had an image of being the carrier of grand-mothers' bulky Christmas parcels," he says. "Our market research suggested that despite our position, few people mentioned the service

unprompted."
The new organisation is designed to present a common face to its business clients, pulling together the confusing range of services previously offered, explains Mr Kaila-

Previously, customers had to deal separately with Datapost, the postal parcel service and the international side of the business instead, with Parcel-

business is being disentangled from the letters business to increase cost-efficiency and improve the quality of service offered to customers. The sorting equipment and distribution network required by letters and parcels is very different.

no monopoly protection. says Mr Kalla-Bishop. "That means we cannot afford to stand still. We have to invest.' The company has launched

"Parcelforce is operating in a competitive environment with

3

\$

1

#1

an impressive investment programme worth £80m over the next three years. Parcelforce aims to set up a

further 150 distribution centres for collection and deliveries. The vehicle fleet is being expanded by 6,000 vehicles to 10,000 over the same period. And the organisation's track-And the organisations are ing and tracing systems are being extended to provide add-ed-value for clients. Mr Kalla-Bishop believes the

quality of service offered by Parcelforce in the UK is unsurpassed. He says it offers the only international service with guaranteed reliability at no extra charge with free compre-

hensive insurance. Meanwhile, Parcelforce is keeping its corporate lips sealed about the possibility of it joining the long list of nationalised companies already privatised.

Privatisation would be dependent upon the next UK general elections, but whatever their result Parceiforce no longer feels itself to be part of the Post Office.

On meeting Mr Kalla-Bishop,

his first words were to the effect that he did not see himself as part of the Post Office. "I know nothing about the Post Office, other than it delivers my letters." says Mr Kalla-Bishop who joined Parcelforce



Nick Nelson, managing director, Royal Mail Parcellores

Della Bradshaw examines electronic data interchange

Wrapping up the paperwork

that handle as much paper-work as those involved in import and export. From the customs documentation to the bills of lading and the confirmation slips to the invoices, if takes 25 or 30 documents to handle just one export load. The amount of paperwork makes the courier, freight for-

warding and shipping indus-tries ripe for computerisation. And that is what is happening.
They are beginning to take advantage of electronic data interchange (EDI), a service which is widespread in the US and is growing rapidly in Europe, particularly the UK. EDI involves sending documen-tation from one company's computer system to another's, doing away with the need to produce a paper version of the document. Because each docu-

weather - and in the manufac-

The potential for EDI to alter

the export business, particu-larly freight forwarding, is.

gle most important factor which will affect freight com-

panies over the next few years," says Mr Jim White,

director general of the British International Freight Associa-tion (Bifa). "EDI will do for

freight forwarders what the

container did for the shipping industry."

Although EDI is growing

rapidly, sending documenta-tion across international fron-

tiers is an area which has not

been widely exploited. But

large. "EDI is probably the sin-

turing sector.

ment conforms to an agreed messaging format, it can be transmitted between computof large users of transport and distribution services. ers from different vendors. EDI has found particular favour in the retail sector — so food shops can quickly order more salad items, say, when there is a short spell of warm

aims to provide customers with an individual distribution package using a mix of suitable elements from the company's range of guaranteed delivery options, dedicated vehicles, contract manage-ment, remote collection service and the Lynx Manager II com-

Mr Alan Soper, Lynx manag-ing director, says the new ser-vice is designed to offer users flexibility and choice by using the Lynx parcels delivery network as a core and comple-menting it with bespoke solu-tions. "Lynx is no longer just in the business of selling standard parcel distribution products. Off-the-shelf distribution

Phillip Hastings | that, too, is changing.

the freight forwarding organi-sations in Europe, Fista, has plans to allow the electronic transmission of documents between countries. It has agreed with Sits, which runs the communications network for the world's leading airlines, use its network for sending

receive and send much of their internal documentation,

Many of the large interna-tional delivery companies, such as DHL and TNT, already between their own interna-

the paperwork.

The data sent between DHL offices uses a proprietary format buf Mr Brougham says the company is in the process of adopting the international EDI message formats approved by the United Nations, known as the Edifact standards. One of the problems with these international standards

is the time it takes to get them approved, particularly for spe-cific industry sectors.

Mr. Bob Pluck, UK manager for EDI business development with the West German ship-

The amount of paperwork makes the courier, freight forwarding and shipping industries ripe for computerisation

tional offices, electronically, as ping line Hapag-Lloyd points do most large companies. out that although six docudo most large companies. They are working on getting the information from their cli-

those run by International Net-

work Services and AT&T Istel .

in the UK.

A typical scenario, says Mr. Peter Brougham, systems director for the air and hub region of DHL, in Brussels, would be if a customer in one European country wanted to send a package to another. The details to produce the accom-

From there it would be final destination.

The electron transmitted to the DHL export. There are other advantages may travel in a gateway, and from there to the teEL.

The electron may travel in a gateway, and from the importing them to the post or the can even arrive then send the paperwork to the counter is expensive. And with appropriate authorities such mountains of paperwork comes most effective.

ments have been specifically designed for the shipping ents electronically as well, and industry — such as provisional developing a true EDI service. and firm booking forms and that could be over the ordinary phone line or by using singular if, or when they will one of the commercially available EDI networks, such as those run by international Net.

Messages, as they are called, are going through the Edifact approvals procedure.

For the hig companies, such as TNT or DHU, one of the hig advantages of EDI is speed. anyantages of Edit is speed.
The large forwarders and shipperstage even hoping to get to
the position where the paperwork for a load can be cleared by the importing country panying paperwork would be before the shipment itself actu-keyed in by the customer in ally arrives. That would mean his or her office, and then sent as soon as the ship docked or over the telephone line to the the aeroplane landed the load local DHL office. could be whisked away to its From there it would be final desimation.

than 50 per cent of documentary credits - one of the pieces of paper used in the export business - have to be sent back because the information is inaccurate, says Mr Roy Assersohn, chief executive of Trade Network International (TNI), of London. TNI is launching an EDI ser-

vice for freight forwarders this month in conjunction with Bifa. Subscribers to the service, called the Freight Forwarders' Network, will be able to send at least some of their documents electronically.

One of the main aims has been to introduce a service with few unfrant costs.

with few upfront costs, according to Mr White, who says that 50 per cant of Bifa's corporate members employ less than 10 people. "All they need is a PC and a modem and then they pay as they go," he says. At the outset TNI is offering

11 standard document formats for such things as freight invoices, bill of lading and shipping instructions.
Exporters using the service sit down at their terminal or

personal computer and slot the information about the shipment from their computer records into the standard document produced by the TNI software

This is then sent at the press of a button using a combina-tion of national and international packet switched data networks or leased lines to the freight forwarders, shippers or airline companies. They in turn, can send the documentation to the importers or recipients of the goods.

The electronic document may travel in a data format or can appear as a facsimile message in the recipient's office. It can even arrive as a telex message in countries where this is

vices geared more specifically to individual customer's needs. The development of express namel companies in the field of contract distribution is highlighted by the rapid growth of TNT's contract distribution division which has quadrupled its revenue earnings over the last couple of years. TNT wants to develop international contract distribution operations. TNT's increasingly high-profile pan-European con-tract distribution division has won several contracts and according to Mr Brian Bolam,

WITH 30 YEARS AND

TOKYO 12 DAYS

190 OFFICES BEHIND US

BRUSSELS NEXT MORNING

NEW YORK MENT MORNING

SINGAPORE 12 DAYS

OCS SETVICE THOUSANDS OF DESTINATIONS THROUGHOUT THE WORLD

TELEPHONE 100 AND ASK FOR

FREEPHONE 'OCS COURIER'

OFTAN S CHOSED WAY OF SUBJECT TO CHANGE

OR CALL **071-252** 1122

discussion, continued Mr Bolam, would involve TNT working for a customer in more than one country.

TNT's newly-appointed general manager for contract distribu-"We are looking at multilo-cation distribution in various countries and in many cases a requirement for a primary distribution system to



connect them," Mr Bolam said. Many of the contracts under customers. Meanwhile, Federal Express,

"I would say that some 20 per cent of the contracts involve full-blown pan-Euro-pean requirements. The others tend to be domestic but with a requirement to move the products from the point of manu-facture or import," he added. TNT is looking to develop contract distribution operations in the US and

Alan Soper of Lynx (left) and Brian Bolam from TNT according to Mr Bolam, negotiations are under way with a number of leading potential

Contract distribution: better service for the individual

Dedicated to the customer

the US-based parcels carrier is using the experience of Sys-temline, its established UK contract distribution division, to start building up interna-tional operations in that field. "We are looking to System-line as teachers. Contract dis-tribution in the UK is head and

shoulders above US operations," said Mr Fred Smith, founder and president of Federal Express. His company has used Systemline to set up a logistics management operation in the US for IBM. In the UK, Systemline operates some 30 main contracts with an average value of about £500,000 a year. The largest is worth some £4.5m. Following the acquisition last year of two continental transport compa-nies, Elbe of West Germany and Transport Groep Aivracht of the Netherlands, Federal Express is looking to develop

management operations. Last year saw another leading UK parcels carrier, United Carriers International, set up a new company to develop contract distribution business. UCI, which is UK-based, handled some contract distribution work prior to the move but decided to formalise that busi-ness through the establishment of United Carriers Contract Services. The intention, says Mr Allan

general European logistics

Binks, UCI chief executive, is to build up the sort of contractual business which develops

naturally from the group's existing network services such as those of parcels carrier divi-sion, United Carriers.

Mr Binks claims that UCI is well placed to develop contract distribution activities because

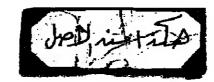
the group has a wide spread of operations in that field. These include the United Carriers UK parcels collection/delivery net work, the distribution/warehousing facilities of Robson's Distribution Services, and European transport services, run by Thompson Jewitt Inter-national from its Sutton Inter-national Freight Terminal,

The UCI move to establish a contract distribution company followed hard on the heels of an announcement last Septem-ber by parcels carrier Parceline that it was setting up a similar operation under the name LineLogistics. The intention, said Parceline, was to offer cus-tomers their own distribution operations based on the most suitable combination of dedi-cated vehicles and the existing Parceline delivery network. However, more recently, Parce-line has appeared to switch its focus of attention for contract distribution developments to

continental Europe. The latest UK parcels com-pany to launch a new venture aimed specifically at develop-ing tailor-made distribution services for customers is Lynx, which is owned by NFC. Last month, the company announced it had set up an operation called Specialist Services to provide tailored solutions to the complex problems

Lynx Specialist Services puterised system.

packages are set to stay quite firmly on the shelf," he said.



leads -attack



perwon

Moreover, we can achieve this without fuss, with the minimum of paperwork, and with a choice of international services to suit your company's needs.

DATAPOST EMS
Same-day service to Dublin, Paris, and
Amsterdam. Scheduled express deliveries

We deliver anywhere in Europe from five working days; seven for the rest of the world. A simple, zoned pricing structure and no minimum charges or hidden extras.

PARCELFORCE INTERNATIONAL ECONOMY SERVICE

Delivery may take a little longer, but the price is considerably lower. And you



THE POWER TO DELIVER.

For full details of all Parcelforce services phone 0800 22 44 66.

EXPRESS COMPANIES fear

that the growing problems of terrorist activity and drugs

smuggling may seriously jeop-

ardise their efforts to secure

faster customs clearance of

their shipments, particularly those moving by air:

Most of the public talk by

customs authorities and the express industry over ways of combating security threats and

the menace of illegal drugs

trafficking stresses the need for mutual co-operation. How-ever, both sides agree that if

voluntary co-operation fails to produce satisfactory results, more specific measures are

likely to be taken to tighten up

checking procedures.

A vital factor in the battle to

stop terrorists and drugs smug-

glers using air express and air freight services generally, agree all parties, is proper

training of staff.
Support is growing for the idea that development of secu-

rity safeguards should become

mandatory for companies involved in air express and

general air cargo activities. One of the latest calls for such

a move came at last month's World Express 90 conference in

New York from Mr Walter Greiner, a senior security offi-cial with the US Federal Avia-

developed to require indirect cargo air carriers to adopt and

Approved cargo security pro-grammes, continued Mr Grei-

rentines, continued ar over-ner, should require that if cargo is accepted from other than known shippers – that is, an individual or organisation

with an established shipping

account and a previous record of shipments with that carrier

- the person delivering the

REMAIL HAS evolved into a high growth business in the

express market sector over the past few years and is estimated

past rew years and is estimated to be a \$3bn industry.

Designed primarily for companies for whom international mail is a main item, Remail aims to provide less expensive yet often faster transfers than the international mail services.

operated by the post offices.

Remail is a hybrid express

and postal service provided by a few specialist remail compa-

nies and a growing number of

express operators who view the service as a natural adjunct to. try has annual growth rates

estimated between 30 and 60

In its initial form when Remail was pioneered by KLM and the Dutch Post Office in the mid 1970's, it was a part of

house type service designed for periodical and magazine pub-lishers and eventually for

other large users of interna-tional mail services such as credit card companies. Similar

operations embracing Remail continue to concentrate on the

publishing and direct mail market although often the operators are not Remail com-

panies as much as mail consol-idators who enter into bulk air-

mail contracts with their

national post offices. Remail involves the collec-

tion of international mail in

one country for bulk transpor-

tation to another country where it is given to the post office to complete the forward-ing and delivery, regionally or

Services have flourished as a result of some fundamental flaws in the international postal system not least the fact that international postal

charges vary around the world so that sending mail from Belgium might be considerably cheaper than from the UK

with the constant threat of

anti-competitive action by the Universal Postal Union (UPU),

Chiversal Postal Union (UPO), Remail has achieved a far greater degree of stability following the 1989 meeting of the UPU. With a divided membership that includes some post offices who make a healthy

revenue from Remail and oth-

ers who don't and are therefore opposed to it, the UPU finally

reached a consensus to the

introduction of a new formula for the Remail handling

This charge, called Terminal Dues, was previously based on

weight and took no account of

content or number of items. In its new form, the charge more fairly reflects the actual work

done by each remail participating postal authority. Since its

introduction, a greater number

In competing to handle inter-national mail, the private companies have as yet, barely

nail contracts.

where the mail originated. After a period of considerable uncertainty and insecurity

world wide.

comprehensive mailing

nspections.

Regulations should be

A DOUBLE revolution is taking place in the courier

New technology is changing the quality and type of services that companies can offer to clients. But the cost of that technology is so high that only the largest companies can afford to acquire it. The result is that the requirement for technology is accelerating the trend towards rapid rationalisation in European market.

"In the last three to four years, the business has been transformed by technology. says Mr Mike Hurt, head of management information at DHL in the UK and Ireland. "Quite simply, it's no longer possible to get an international air express business off the ground unless you have the technology for a tracking and

tracing system."
The demand for such technology is customer-led. The trend of manufacturing companies towards flexible manufac turing systems, just in time logistics and MRP II, together with the increase in interest rates throughout Europe, has accentuated the need to keep down inventories.

That, in turn, has increased

the requirement for rapid and distribution

operations.

"Market pressure is driving us towards picking up items later, and delivering them later," explains Mr Hurt. "And there is a physical limit to the amount of time you can save by throwing people at a prob-lem - in the end you can't make those time savings with-

out investing in technology,"

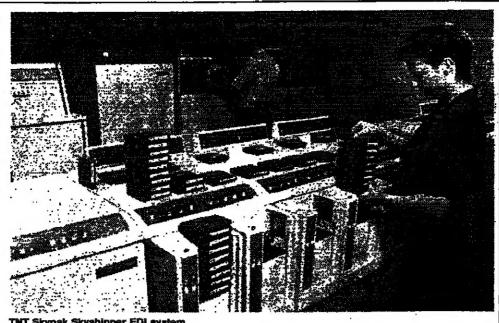
Much of the investment has
been in the field of tracking and tracing automatic identifistage after the package or document is picked up, its details are collected, normally via bar-code and a hand-held scanner, and sent electronically to

a central computer. At various stages of its journey, the package is scanned again, allowing the company to identify where it is.

"The customer isn't really interested in the technology," admits Mr Christopher Kalla-Bishop, commercial manager at Parcelforce, formerly the Royal Mail's parcels service. 'All he or she is interested in is whether the package is

going to turn up on time. With tracking or tracing, we can be in the situation where we can in the situation where we can ring them to warn them before they ring us to complain." Another important applica-

technology linked together with electronic data inter-



Paul Abrahams on technology requirements

A double revolution



Alan Watson

change is that the express services companies can provide customs with information about items before they arrive. This means that companies such as DHL and TNT estimate that between 80 to 90 per cent of packages arriving in the UK are cleared by customs before

they arrive.
"In the end all the carriers use the same flights," says Mr Hurt at DHL. "The only way to differentiate in terms of speed of delivery is to improve the

service at airports and on the ground – and that isn't possi-ble without substantial invest-ment in technology."

One final advantage of tracking and tracing systems is that it allows the company to carry out internal audits. By adding extra scanning points, compa-nies can monitor how long a package takes at each stage of its journey and so identify bot-

tlenecks.

At DHL, the company used this technique in London to spot the need for two buses on which they have between six and eight couriers sorting items before delivery. The time the packages had previously spent at this stage of the journey had been dead and wasted. Not all of the technological investment is directed towards. investment is directed towards tracking and tracing. It can also be used to add value to the

DHL has developed a software system for high-volume clients which runs on a simple 286 personal computer with 20

Mbytes of memory.

The systems weighs the package, draws the adressee's details from the programme and then automatically prints out the air bill. The client is provided with measurement. provided with management information and is able to bill each department within the organisation separately.

The system is much faster than filling in the forms by hand and is also less liable to be misread and mis-routed.

carry out an approved security programme. This programme must be designed to prevent and deter persons from know-ingly or unknowingly introduc-ing any unauthorised explo-The Standard Chartered Bank in the City of London has been able to halve its personnel dealing with courier services. For DHL, the advantages are sive, incendiary or similar destructive device into the air that the system ties in clients in to the company, provides daily invoices and, in 90 per cent of cases, increases the "This security programme should parallel the air carriers' amount of business from the client. Naturally, there is a down-side to all this technologcargo acceptance procedures.
Compliance with all of these
standards should be monitored
as a regular part of the appropriate air carrier station
inspections."

"The problem with the tech-nology is that the cost is huge — and it doesn't stop, you just

New technology is changing the quality of the services offered

have to keep spending millions," says Mr Alan Watson, managing director of TNT

managing director of TNT Express Europe.

The implications of the cost of the technology is that it is increasingly only available to the larger companies in the sector, particularly if they want to compete on an international basis. And in turn that will accelerate the tendency in the sector towards rationalisation.

SECURITY

Drugs hinder customs plans

company identification, prefer-ably a picture identity card. Such cargo should also undergo more stringent secu-

rity measures.
"If there is any suspicion on the part of the air carrier, or if the shipment is delivered by a third party, the cargo should be either inspected physically, held for 24 hours prior to des-patch, or refused. The 24-hour hold provides an extra level of safety by making it more diffi-cult to target a specific flight."

European customs authorities and express service opera-tors claim they do not envisage of the the UK-based Association of International Courier & Express Services, says co-operation with customs on matters such as drugs is more than just a moral issue.

rapid clearance through customs. If the industry can demonstrate its active and effective participation in the fight against drug trafficking by applying its own preventive controls, this in turn should influence customs in their assessment of the risk posed by express traffic," he said.

in addition to tightening up on clearance procedures, express industry observers also

A vital factor in the battle to stop terrorists and drugs smugglers using air services is the proper training of staff

new legislative or punitive measures being introduced worldwide to force carriers. agents and express service operators to introduce new security measures. However, they admit some countries are becoming so concerned about security matters that they may rescind or slow down new measures designed to simplify and speed up the clearances. The Customs Co-operation

Council the Brussels-based body which co-ordinates international customs authority activities, warns that unless carriers and agents are more responsible and co-operate more with customs on how they document and control their consignments, check their personnel and run their internal security better, there is a risk that industry hopes for faster clearance systems for express and air cargo will go by the board and that more consignments could have to undergo physical inspections. Mr Patrick Byron, chairman

fear that if customs authorities are not satisfied with the secu-rity side of their business, they could decide to make greater use of their existing powers to seize aircraft, vehicles and even ships suspected of carrying drugs, terrorist equipment and other smuggled goods.

Although most attention is

focused on air transport operations, the problem of drugs smuggling in particular is also being felt in the road transport sector. Mr Garry Turvey, director general of the UK Freight Transport Association, said recently that some 44 per cent of all illicit drugs entering the UK come from other European Community countries. Increasingly, they were being smuggled in lorries,

vans and trailers.
"Sometimes the drugs are in the load; more often they are in the inner depths of the vehicle itself. Regretfully, the growing menace of drugs will mean that freight traffic will be subject to spot inspections

and consequential delays," he

One point holding back some express companies from introd-ucing stricter security is the fear that if they are too conscientious and efficient on security matters, certain shippers might take their business elsewhere because they cannot be bothered to comply with the regulations laid down or they find it is more expensive to use a company which has proper security checks. They also fear that instituting their own thorough security procedures could slow down the handling of

According to the CCC though, those problems will largely disappear when cus-toms treat all those companies they can trust in a way that their merchandise is cleared speedily, while other carriers and shippers are more closely controlled. The implication is quite clear — comply with the security guidelines suggested by executive or rick baying your by customs or risk having your traffic held up for more detailed clearance checks.

Another increasingly impor-tant aspect of security which needs to be carefully studied by express companies is that of insurance and legal consider-ations. In the EC, for example, there is a lot of interest in the context of the planned single internal market and the result ing legal position with regard to, for example, transport and transit insurance. Coupled with the increasing demand from shippers for quality ser-vices, insurance considerations are likely to further increase the pressure on carriers to make sure their security is in

Indications are that if efforts to secure greater co-operation from the airline and express/ freight industries in the fight against terrorists and drugs do not produce sufficient results, then customs authorities may well exert pressure in the form of slower clearance procedures for consignments they feel they cannot trust. In the same context, customs may also insist on increased physical searches of cargoes and institute more seizures of suspect vehicles, aircraft and ships.

Phillip Hastings

REMAIL

Hybrid aims for faster post

large market. In the UK alone last year, the Post Office earned 2300m from international mail. Through its own Remail service, Airstream, which it operates in conjunction with Securicor, the UK Post Office competes fiercely

with the private remailers
In the private sector, TNT
with its Mailfast product, is the
market leader with an international Remail service embracing its own Remail centres in
40 Mailfast selling countries
where it has contracts with where it has contracts with

Of the growing number entering the Remail service arena, only a few are commit-ted remailers with post office

Remail involves the collection of mall in one country for bulk delivery to another

contracts. Others, often with express transport as their core business, provide Remail simply as a sprat to catch a mack-erel and their involvement is restricted to collecting the mail from companies and handing it over to a specialist third party.
For the customer, the savings to be achieved through using Remail, vary from country to country. UK remailers claim to offer savings up to 35 charges. To qualify, a company will need an average of at least 10kg of international mail a week and some remailers will not collect less than 2kg at a time from customers. DHL says its customers range from companies sending 50 mail-shots at a time to others send-

ing 1,900kg of Remail a month As competition increases there is a growing disparity in Remail rates with the begin-nings of a price war as companies undercut each other to secure business. Recent quota tions for a bank's Remail busi-ness varied widely. Having held the business at

£8 a kilogramme for Europe and £13 for the rest of the world, Airstream (Post Office/ Securicor) increased its rates to £9 and £14.50 respectively. The bank called for tenders from other companies and received quotations per kilo that ranged from £7.95 for Europe and £11.95 for the rest of the world to £8.50 and £14 as well as an £8.75 across the board quotation for all destinations from Scan Courier (owned by John Menzies) who

of post offices have indicated their willingness to work with the private sector on Remail services including including the Soviet Union, East Gernumber of operators entering the Remail market, there are many and Hungary with whom TNT Mailfast is negotiating still only a handful of specialists in the UK. These are the Post Office with Securior offering Airstream, TNT Mail-

In spite of the increase in the

Sky Mail. One of the few non-air express Remail specialists is Deltec. Ms Dianne Larsen. general manager, says that companies considering using tigate the method of operation and ensure that the company has a contract or contracts

in-house processing, sorting and delivery directly to the post office and not to a middle She said customers should expect better quality with a Remail service. These include better service at less cost, a faster return of undeliverable mail; and no postage pre-pay-

their facility allows for

With more companies now using Remail services for inter-izational mail, many are looking for ancillary services and even for one-stop shopping with the Remailer taking over the company's post room operation through to final delivery by Remail or by hand domesti-cally and abroad.

In addition to Remail, Deltec is providing hand delivery ser-vices in the City and in other

countries. Unlike the courier and express document and despatch services, no signature is

Expanding its mail service range, TNT Mailfast which claims to handle 300m letters a year, recently introduced an international reply service alongside its Mailfast network. Designed for the marketing and mail order industries, the Reply service enables compa-

nies to achieve the levels

response from international markets that they enjoy domestically.
Such a response can only be tered address in a foreign country which respondents reply to

or by the respondents using international post.

TNT, with registered addresses in over 30 of its Mailaddresses in over 30 of its Mail-fast selling countries, is offer-ing the reply service via a post office box facility or through a

business reply paid service.
As one of the only Remail areas in which the post offices do not, as yet, compete, TNT describes the new reply service as "potentially the biggest growth market TNT Mailfast

marketing industry has seen for some time." TNT plans to continue to increase the reply service net-work progressively and "to develop additional services to provide our clients with onestop shopping for all their

international mailing require-

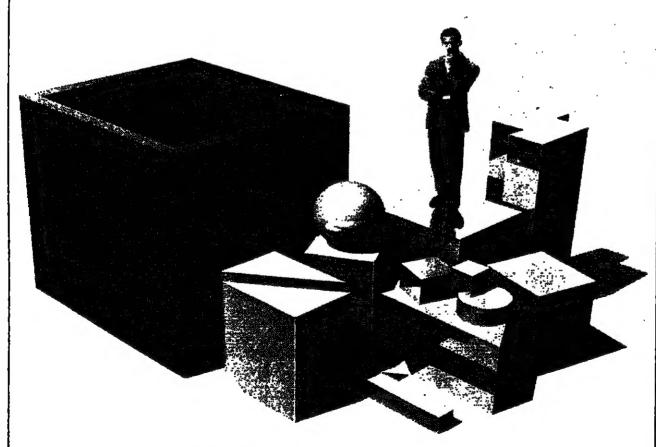
and the international direct

Anne Hunter



The Federal Express SuperHub, Memphis, Tennessee

FINANCIAL TIMES YEHICLE FLEET MANAGEMENT February 22 TRANSPORT LINKS WITH April 5 THE CONTINENT **BUSINESS AIR TRAVEL** April 24 AEROSPACE August WORLD RAILWAY September DISTRIBUTION SERVICES October **WORLD COMMERCIAL VEHICLES** November November: **UK PORTS** November



Which cargo would you load first?

NYK's proprietary vanning software gives the right answer right away.

NYK's Optimum Vanning System graphically produces the most efficient vanning plans for various cargo sizes and weights in the containers of your choice. So you'll always know the perfect sequence for ideal loading.

NYK clients can achieve close to 100% loading efficiency. And can expect to cut their shipping costs by 5%. And vanning time by about 80%. Container quantities are exact and the best package sizes can be precisely determined. Significant savings in time and money are assured.

The Optimum Vanning System is only one of NYK's many advanced services providing truly better answers for our clients.



Bleed Office: Taker John Rd (03) 394 (15) BOffice: Sydney BRes. Reps.; Soo Paulo Buenos Airos, Mexico Cey, Santiago, Yersen, Dubel, Melbourne, Seoul, Yebel, Ksohstung BAffillates: eNYK Line (Europe) Ltd. •Main Office London Rd (7) 283 299, Dissectori Rd, (92) § 353142 •Offices: Hamburg Rd (04) 3533148. Parts Rd (0) 46815463, Mean Rd (0) 854416 Americ Nd (0) 452 (340, Rd (dah, Narub, eNYK International PLC -Hand Office; London Rd (7) 933-7829 eNYK Subship (Europe) Ltd. •Head Office; London Rd (7) 933-7829

